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Executive Board of the United Nations Development Programme/United Nations Population Fund

Report of the Executive Board on its work during 2000

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Official Records, 2000
Supplement No. 15

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Note

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Contents

Chapter Page

Part One. First Regular Session 1

I. Organizational matters 2

UNDP segment 7

II. Business Plans, 2000-2003 7

III. Country cooperation frameworks and related matters 15

IV. Financial, budgetary and administrative matters 24

UNDP/UNFPA joint segment 30

V. Implementation of recommendations of the Board of Auditors 30

VI. Field visits 32

UNFPA segment 34

VII. Country programmes and related matters 38

VIII. Financial, budgetary and administrative matters 48

IX. Technical advisory programme 2000-2003 54

X. Other matters 56

- WHO/UNICEF/UNFPA Coordinating Committee on Health 56
- Address by Chairman of the Development Assistance Committee of the Organisation for Economic Cooperation and Development 59

Joint meeting of the executive boards of UNDP/UNFPA and UNICEF, with the participation of WFP 70

XI. United Nations Development Assistance Framework process in India 70

Decisions adopted

Number

2000/1 UNDP Business Plans, 2000-2003 13

2000/2 Assistance to East Timor 18

2000/3 UNDP regular funding and cash-flow management 24

2000/4 Comprehensive revision of the UNDP Financial Regulations and Rules 26

2000/5 Revision to the United Nations Population Fund Financial Regulations 52

2000/6 Overview of decisions adopted by the Executive Board at its first regular session 2000 61

Part Two. Second Regular Session 75
I. Organizational matters 76
UNFPA segment 78
II. UNFPA: Sector-wide approaches 78
III. UNFPA multi-year funding framework 84
IV. Funding commitments to UNFPA 98
UNDP/UNFPA joint segment 106
V. Reports to the Economic and Social Council 106
UNDP segment 114
VI. Business plans 114
VII. Funding commitments to UNDP 118
VIII. Evaluation of the relationship between UNOPS and UNDP 122
IX. Country cooperation frameworks and related matters 125
X. United Nations Development Fund for Women 130

Decisions adopted

Number

2000/7 United Nations Development Fund for Women 133
2000/8 UNFPA and sector-wide approaches 83
2000/9 UNFPA multi-year funding framework, 2000-2003 96
2000/10 Overview of decisions adopted by the Executive Board at its second regular session 2000 136

Annex

Executive Board of UNDP and UNFPA 142
Part Three. Report on the Annual Session 151
I. Organizational matters 152
UNFPA segment 155
II. Report of the Executive Director for 1999 155
III. ICPD+5 161
IV. Evaluation 168
V. Information and communication strategy 173
VI. UNFPA programming process 176
VII. Emergency assistance 182
UNDP/UNFPA joint segment 191
VIII. Internal audit and oversight 191

UNDP segment 201
IX Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR) 201
X Communication and advocacy strategy 218
XI United Nations Volunteers 221
XII Country cooperation frameworks and related matters 226
XIII United Nations Office for Project Services 229
XIV Other matters: field visits 234

Decisions adopted

Number

2000/11 Future programme directions of UNFPA in light of the outcome of the ICPD+5 166
2000/12 UNFPA programming process 181
2000/13 Ensuring reproductive health in emergency situations 187
2000/14 United Nations Volunteers 225
2000/15 Annual report of the Administrator for 1999 217
2000/16 Annual report of the Executive Director on the activities of the United Nations Office for Project Services 232
2000/17 Overview of decisions adopted by the Executive Board at its annual session 2000 237
Part Four. Third Regular Session 243
I Organizational matters 244
UNFPA segment 247
II Resource allocation system 251
III Financial, budgetary and administrative matters 262
IV Technical advisory programme 269
V Country programmes and related matters 275
UNDP segment 289
VI United Nations Office for Project Services 289
VII Financial, budgetary and administrative matters 294
VIII Evaluation 301
IX Country cooperation frameworks and related matters 308
X Technical cooperation among developing countries 320
XI Other matters 323

Decisions adopted

2000/18 Expression of appreciation to Dr. Nafis Sadik, Executive Director of the United Nations Population Fund, 1987-2000 287

2000/19 Review of the system for the allocation of UNFPA resources to country programmes 259

2000/20 UNOPS revised budget estimates for the biennium 2000-2001 292

2000/21 Responsibility of the United Nations Office for Project Services in personnel matters 293

2000/22 Progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: Joint review of recommendations 306

2000/23 Strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the United Nations Convention to Combat Desertification 319

2000/24 Overview of decisions adopted by the Executive Board at its third regular session 2000 326

Annexes

I Decisions adopted by the Executive Board during 2000 334

II Membership of the Executive Board in 2000 380

Part One
First Regular Session

Held at United Nations Headquarters from 24 to 28 and 31 January 2000

I. ORGANIZATIONAL MATTERS

1. The outgoing President, H. E. Mr. Asda Jayanama (Thailand), opened the session. He thanked the Bureau members for 1999 for their hard work and dedication, noting that the Bureau had held six formal meetings and a number of informal meetings since the third regular session 1999. He also expressed appreciation to the Executive Board members, the Administrator and the Executive Director, as well as their staffs for having made possible the achievements of the Board in 1999, which had been an active and productive year for both UNDP and UNFPA. He noted the approval of the first UNDP multi-year funding framework (MYFF) in September 1999 and the organization's first funding event, as well as the arrival of the new Administrator in July 1999. Progress had been seen in the development of the UNFPA MYFF, and key decisions on sector-wide approaches, the technical advisory programme for 2000-2003 and on the strategic role of UNFPA in assisting programme countries in implementing the key actions that had emerged from the ICPD+5 process.

2. The Executive Board elected the following members of the Bureau for 2000:

President: H. E. Mr. Vladimir Galuška (Czech Republic)
Vice President: H. E. Mr. Gert Rosenthal (Guatemala)
Vice President: Mr. Tetsuo Kondo (Japan)
Vice President: Mr. Mathe Matthews Diseko (South Africa)
Vice President: Mr. Le Hoai Trung (Viet Nam)

3. The President expressed deep appreciation to Mr. Jayanama and the Bureau members for 1999 for their excellent leadership of the Executive Board. He noted that the current session was the first Executive Board session in the new year, as well as the new century and millenium and that there was always much optimism at new beginnings. Thus, the Board should begin its work in 2000 with a positive spirit. Although the financial situation of UNDP and UNFPA merited serious concern, the Board could be optimistic that with the leadership of the Administrator and the Executive Director, as well as the implementation of the MYFFs, improvement should be seen in the near future. The Administrator's ideas for management reform were challenging and the discussion would be fruitful. The move to enhanced dialogue in the Board on programming matters for both organizations should lead to a more focused role for the Board in that area.

4. The President stated that while the twentieth century had brought many positive changes for some programme countries, others had suffered greatly and serious and growing challenges to development remained a steadfast concern for the Board. UNDP and UNFPA were relatively small organizations when compared with others in the global arena, but they were universal and neutral and provided solid and trusted partnerships with the Governments of programme countries. That is why Board members, both donors and programme countries, should support them, guide them and also question and argue with them, so that the aim to achieve the best in programming, management and administration could be met. The Board provided an active constituency for UNDP and UNFPA, and thus, all members were encouraged to get to know the organizations they

were governing, by asking questions, seeking information, meeting with staff, and participating in Executive Board field visits.

5. He hoped that the session would mark a new and positive beginning in the work of the Board towards building a hopeful, safe and flourishing future for those living in programme countries.

Agenda and work plan

6. The Secretary of the Executive Board elaborated on the elements contained in the provisional agenda, list of documents and work plan for the session (DP/2000/L.1). She noted that a revised work plan had been distributed to the Executive Board. She also noted that one UNDP document had been submitted to the Board that had not been included in document DP/2000/L.1: the first extension of the country cooperation framework (CCF) for the Republic of Moldova (DP/CCF/MOL/1/EXTENSION I). The Chairman of the Development Assistance Committee of the Organisation for Economic Co-operation and Development would address the Board on 26 January. An informal meeting on the launching of the national human development report of China would be held on 27 January. The joint meeting of the Executive Boards of UNDP/UNFPA and the United Nations Children's Fund (UNICEF), with the participation of the World Food Programme (WFP), on the United Nations Development Assistance Framework (UNDAF) for India, was scheduled for 31 January. An explanatory note and annotated agenda on that meeting were distributed.

7. The Chief, Executive Board Branch, UNFPA, informed the Board that two UNFPA documents had been submitted to the Board for the session that were not included in DP/2000/L.1: the report of the Advisory Committee on Administrative and Budgetary Questions on UNFPA financial, budgetary and administrative matters (DP/FPA/2000/5) and the report on the World Health Organization (WHO)/UNICEF/UNFPA Coordinating Committee on Health, which met at Geneva from 2 to 3 December 1999 (DP/FPA/2000/CRP.2).

8. The Executive Board approved the agenda and revised work plan for its first regular session 2000 (DP/2000/L.1).

9. The Executive Board approved the reports on the annual session 1999 (DP/1999/28) and the third regular session 1999 (DP/2000/1).

Work plan 2000

10. The Secretary of the Executive Board introduced the annual work plan 2000 (DP/2000/CRP.1), noting that it had been prepared by the secretariat in consultation with the Bureau of the Board. The Bureau had held a series of official and working meetings to review its content and had discussed issues relating to the work of the Board in 2000 and beyond. In particular, the Bureau had examined the question of how the Board reviewed programming instruments such as CCFs and country review reports (CRRs). Overall, the consultations on the work plan were held with the aim of enhancing the work of the Board, especially in the light of the increasing amount of documentation submitted to the Board, the Bureau had also examined the work plan in the light of new reporting requirements as a result of the UNDP MYFF and related matters.

11. The Bureau had also examined the possible rationalization of the schedule of meetings, in terms of holding the funding meeting at the same session as the submission of the results-oriented annual report (ROAR), as requested by the Board. The Secretary noted that that arrangement would not be possible in 2000, but it was hoped that in future years the two items would be examined at the same session, by holding the annual session earlier.

12. The Secretary then reviewed the four main highlighted areas for 2000 for UNDP, as contained in document DP/2000/CRP.1: management reform, programme results, budget and finance, and the annual report of the Administrator. She noted that the UNDP-associated funds, although included in the ROAR for 1999, would continue to report individually every two to three years as necessary, with the United Nations Development Fund for Women (UNIFEM) reporting at the second regular session 2000, and the United Nations Volunteers programme reporting at the annual session 2000. The sub-goals of the MYFF on which the ROAR for 1999 would particularly focus were noted in paragraph 8 of document DP/2000/CRP.1. At the annual session 2000 some CCFs and CRRs would be taken up on an exceptional basis.

13. The Chief, Executive Board Branch, UNFPA, stated that 2000 was a pivotal year, similar to 1995, the first year immediately following the International Conference on Population and Development (ICPD), during which UNFPA worked closely with the Executive Board in establishing the Fund's programme priorities and resource allocation system in the light of ICPD. In the coming year, UNFPA would again work closely with the Board on a similar exercise, based on the outcome of the recently concluded ICPD+5 process. Other highlights for the year included the Fund's country programming process and its MYFF, as elaborated in DP/2000/CRP.1. He noted that adoption of the MYFF could result in additional reporting requirements to the Board at its annual session 2000.

14. One delegation welcomed the review of the work plan for 2000, underlining the fact that the rationalization of the work of the Board was essential. The key issue for his delegation was ensuring the high quality of governance and maintaining the credibility of the work of the Board, factors integral to the level of support to the organization. He underlined the need to establish clear procedures with regard to financial, budgetary and administrative items, to ensure their proper consideration by the Board. On the issue of programming, representatives should be well prepared to take part in the discussions on CCFs and CRRs. The discussion at the current session on CRRs had been useful and should be repeated. Board members must consider proposals to improve the review of programming instruments as that was directly linked to the quality of UNDP programmes and ultimately to resource mobilization. His delegation advocated a careful examination of the number of sessions of the Board. He requested that a process to involve Board members in the evaluation of non-core resources to be submitted to the Board at its annual session 2001 be initiated soon, as stated in decision 98/2.

15. Another delegation concurred with the previous speaker on the need to evaluate the process of reviewing UNDP programming instruments. The speaker requested information on how an earlier annual session in 2001 would impact on the scheduling of the second regular session.

16. One speaker underlined the need for selectivity in the discussion of CCFs and CRRs. It was hoped that UNDP would continue its practice of organizing meetings for the Board with resident representatives present in New York during the sessions of the Board. Some

concern was expressed about having a shortened annual report of the Administrator, as noted in document DP/2000/CRP.1. Moreover, it was absolutely essential that UNDP produce an illustrated annual report without delay, for public consumption.

17. Another speaker proposed that the number of sessions be reduced to two regular and one annual session beyond 2000, in order to alleviate the workload of the secretariat.

18. The Secretary of the Executive Board reiterated that the Board had endorsed holding the consideration of the ROAR and the funding meeting at the same session. However, there were practical problems, such as the need to allow adequate time for the preparation of the ROAR once the data for the preceding year had been received and the need to hold the funding meeting early enough in the calendar year. The same issue would apply to UNFPA once its MYFF was adopted. The matter of the number and timing of sessions had been discussed in the Bureau in connection with the preparation of the annual work plan for 2000. With regard to programming instruments, she noted that legislation for the consideration of both CCFs and CRRs was contained in decision 96/7. The Bureau had agreed to select 10 country reviews per year, based on certain criteria, to illustrate the different aspects of UNDP work at the country level. The criteria were: geographical distribution, completion of the preparation of a second CCF; range of examples, including least developed countries, countries in special development circumstances and middle-income countries; and countries with an UNDAF process under way. The process of examination of CCFs in the Board needed more review. Note had been taken of the comment on the illustrated annual report. A meeting for the Executive Board with visiting resident representatives may be arranged just following the global meeting of resident representatives, scheduled to be held from 28 February to 3 March 2000, and whenever feasible at future Board sessions.

19. The Chief, Executive Board Branch, UNFPA, noted that in the annex to document DP/2000/CRP.1 there was a reference to the first funding session under the list of items for the annual session. He noted that the document had been prepared when it was not certain whether the MYFF would be taken up at the second regular session, so the reference had been included as an option. He noted that the information contained in the work plan and request for programme expenditure authority under item 4 of the agenda for the annual session would be integrated into the MYFF and therefore there was no need to present a separate work plan to the Board. He said that the report on the status of financial implementation of UNFPA country programmes, also under item 4 of the agenda of the annual session, would be annexed to the Executive Director's annual report. It was proposed that item 5 of the second regular session 2000, on emergency assistance, be postponed to the annual session 2000. UNFPA welcomed the proposal to have only three sessions a year, particularly in view of the considerable demands placed on the organization in preparing for three Executive Board meetings in the first six months of the year.

20. One delegation proposed that the structure of the MYFF be examined with a view to how the sessions would be organized. A reduced number of sessions was of concern.

21. Another speaker also underlined the importance of the number of sessions. He raised a query regarding whether the Human Development Report 2000 could be launched during the annual session 2000 and noted that his delegation advocated greater discussion of that report in the Board.

22. The Secretary of the Board noted that the possibility of holding the launch of the Human Development Report 2000 during the annual session 2000 would be examined by the secretariat. She also noted that informal discussions on the preparation of the evaluation of non-core resources, as legislated by decision 98/2, would begin soon.

23. The Executive Board approved the annual work plan 2000 for the UNDP/UNFPA Executive Board (DP/2000/CRP.1) as orally amended.

Schedule of future sessions

24. The Secretary of the Executive Board informed the Board that the dates for the sessions in 2000 and the tentative dates for 2001, based on discussions held on the annual work plan for 2000, had been distributed. She noted that a number of delegations had suggested that the annual session 2001 be held when the Board could consider both the ROAR and the funding meeting at that session. The proposed dates for 2001 would be further discussed in the Bureau.

25. The Executive Board agreed to the following schedule of its future sessions in 2000:

Second regular session 2000:	3-7 April 2000
Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	11-15 September 2000

26. The Executive Board agreed to the following tentative schedule of its future sessions in 2001:

First regular session 2001:	[22 January-2 February 2001 or 29 January-10 February 2001]
[Second regular session 2001:	19-23 March 2001]
Annual session 2001:	14-25 May 2001 (New York)
Third regular session 2001:	10-14 September 2001

27. The Executive Board agreed to the agenda for the second regular session 2000, as listed in the annex to decision 2000/6. The Secretary invited the Board to inform the secretariat of any further comments on the agenda, which would be discussed in the Bureau. She also noted that it was possible that some of the documents for the second regular session would be late, given the short time-frame for preparation. If there were any changes to the agenda proposed by the secretariat or by representatives, it would be discussed by the Bureau.

UNDP segment

II. BUSINESS PLANS, 2000-2003

Statement by the Administrator

28. The Administrator introduced the UNDP Business Plans, 2000-2003 (DP/2000/8). The comprehensive assessment of the UNDP 2001 change process (DP/2000/3) was also submitted for consideration under the same item.

29. The Administrator underlined the fact that the problem that UNDP was grappling with was thought of as a funding crisis but it was in reality a development crisis. In 1999, the income of UNDP core resources had been less than $700 million, partly owing to currency fluctuations, but had more broadly to do with the falling away of the organization's funding base. The erosion of the funding base would greatly affect United Nations development activities, in particular in Africa, where UNDP would be spending less than 50 per cent of what it had spent five years previously.

30. He emphasized the point that although the funding situation was desperate, the organization could not stand still and wait for donor commitment. It must proceed with the clear principle that if UNDP reformed, donors would make more core resources available. In that case, UNDP needed to show that it could perform and have an impact through its programmes, even with reduced resources. Through programme successes, the organization could attract more resources.

31. On the subject of non-core resources, the Administrator noted that total resources available to UNDP in 1999 had been $2.5 billion. Annual rates of growth for non-core resources were 20 per cent or more. The success of non-core strategies needed to be utilized in the poorer countries. However, he underlined the fact that a more dynamic non-core fund-raising strategy was a supplement to not a substitute for a strong core.

32. The Business Plans had been the subject of extensive consultations both in New York and at the country level. Adjustments had been made to the original draft in order to gain the full support of both programme and donor countries.

33. The Administrator stated that UNDP, while small in financial terms, had influence through ideas. With a declining core resource base, UNDP had sought to organize and align its services and expertise and operations behind the priorities of programme countries. The comparative advantages offered by UNDP were its global and influential nature and the trust it enjoyed at the national, regional and global levels. The organization could deliver advice, particularly in policy dialogue and institutional development. He noted that UNDP interventions in that respect could still promote the goals of the organization in areas such as gender and the environment. While driving its work upstream in response to programme country demand, UNDP was moving away from a small dispersed project portfolio towards projects that supported strategic advice for change. He underlined the point that the approach was a country-driven, not headquarters-driven response to a change in demand. He pledged to donors that 100 cents of every additional dollar would go to programme, and not to administrative overhead costs.

34. The Administrator outlined the steps that UNDP would take with regard to reorganizing headquarters. First, UNDP would focus its resources where programme country demand was greatest and second, policy support would be aligned behind that demand. Regional bureau directors at headquarters would be retained to sustain in New York and capitals a higher level of relationships with Governments. Administrative, programmatic and policy functions would be simplified and decentralized for the field. The number of staff working in headquarters would be cut by 25 per cent over the following 18 months to two years.

35. He described management actions taken, including the merger of two bureaux into a Bureau of Management and plans to strengthen the Office of the Human Development Report and develop a dynamic and expanded model of South-South cooperation. He noted that the new Bureau of Resources and Strategic Partnerships would work on reversing the decline in core funding and respond to emerging issues that were becoming part of a supplementary, non-core fund-raising strategy. Other measures taken included a new matrix management system, intended to meet the demands for support of a country-driven programme. A major restructuring of the decision-making processes would take place through the new cabinet-style Executive Team. The Administrator stressed the fact that activities that did not meet new priorities would be stopped. A vigorous process of personnel reform would be implemented with the Administrator as de facto chief personnel officer.

36. The Board's support of the Business Plans would add to the momentum of the reform already begun. Certain other issues would be brought up later in the year, such as the broader United Nations Development Group dimension. The UNDP role in crisis and post-conflict situations and execution arrangements as well as results-based management would be taken up later in the year.

37. The Administrator underlined that it was now a moment of historic opportunity, a time when possibilities translated into achieving key goals in development. UNDP and the Board were at a watershed moment, where they could collectively move forward as a catalyst for change, or to redundancy, as a development agency lost between larger or smaller rivals. In sum, the quality of support from the Board was vital.

Comments by delegations

38. Many delegations welcomed the Administrator's intentions to renew UNDP through the Business Plans and looked forward to the implementation of the Plans. Most speakers underlined the severity of the current situation of UNDP and the need for the organization to revamp its operations in order to attract resources and ensure its effectiveness. Although important steps had been taken in recent years, including the adoption of the multi-year funding framework (MYFF) and change management, more needed to be done and lessons learned incorporated. Several delegations stated that the Plans were still a work in progress. Many speakers praised the thorough process of consultations that had preceded the current session.

39. Commenting on the comprehensive assessment of the change management process (DP/2000/3), speakers appreciated its frankness about problems faced in implementation of that process. The analysis presented in the report provided a point of departure for further discussions, according to one delegation. Another delegation praised the

Administrator's intention to build on the change management agenda of his predecessor, including such aspects as changing leadership style, accountability, corporate culture, performance and innovative partnerships.

40. The Minister of Health of Botswana underlined the significance of the discussion on the Business Plans, which she hoped would launch a UNDP better able to enhance its contribution to the development of programme countries, particularly those in Africa. Her delegation saw the Business Plans as an instrument that would further reinforce the MYFF and its objectives. Sound and pragmatic policies were critical and the Administrator's commitment to reinforcing the role of UNDP in policy support and institutional development was prudent and appropriate. She noted in particular the crucial role of the Regional Bureau for Africa as a partner for global networking and country office support. The Business Plans and the resource mobilization strategy thus had the full support of her Government.

41. The representative of Nigeria, speaking on behalf of the Group of 77 and China, underscored that the Group fully recognized the right of the Administrator to make appropriate organizational changes that would safeguard the essential characteristics of the organization and conform to the relevant General Assembly resolution pursuant to which the mandate and overall structure of UNDP had been established. The Group's view was that the reform of the organization should be guided by the key objectives of an increase in core resources and an improved delivery of services to developing countries in accordance with their national development objectives and priorities. The Business Plans needed to emphasize the importance of resource mobilization and devise a workable plan for restoring needed funding by donors. The Group wished to underline the sectoral focus in the work of UNDP, which was one of the greatest assets that it had provided to developing countries and one that should be preserved and fostered. The organization's support to government programmes and projects should therefore continue to be targeted at promoting economic growth and sustainable development with poverty eradication and overall human development as top priorities. Many delegations stated that they associated themselves with the statement of the Group of 77 and China.

42. One delegation stated that it was common practice in the Executive Board for individual members or observers to speak from their own national viewpoint and to avoid speaking on behalf of groupings of countries. True partnership should be preserved through the unique experience of having individual viewpoints.

43. The representative of the Group of 77 and China stated that it had addressed the Executive Board several times in previous years and that no legislation prevented it from doing so. She underlined the point that all decision-making rested with the Executive Board and the Group's statement was a contribution to the debate.

44. Many delegations emphasized that the Business Plans must remain flexible, with future opportunities to analyse and assess their progress, clarify details and elaborate goals and it was essential that the Plans be adapted to country-specific situations within a country-driven approach. Many speakers underlined the need for UNDP to maintain a strong relationship with both the donor and the programme countries in implementing the Business Plans. In looking forward to the implementation of the Plans, some speakers emphasized the need for more measurable indicators. One delegation stated that a more precise plan of action and detailed budget were needed for it to consider financial support

to implementation of the Business Plans. Another speaker requested a breakdown of the expenditure of $25 million for implementation of the Plans, referred to in paragraph 87 .

45. Many delegations underlined the need to return to a viable core-funding base. Moreover, it was emphasized that UNDP must prove that it was maximizing the contributions and that it would remain a useful organization for development assistance. One speaker pointed out that a renewed commitment by all States to the value and effectiveness of multilateral development cooperation was needed to achieve both results and restored funding. Many speakers called for a more explicit strategy for resource mobilization for core resources than that presented in the Business Plans. During the course of the discussion, several delegations indicated that they would increase their contributions to UNDP core resources in 2000, with two indicating a 25 per cent increase as compared with their contributions in 1999. One delegation stated that full implementation of Executive Board decision 98/1 would influence its considerations regarding future financial support to UNDP.

46. Although many speakers expressed their support for the upstream approach of UNDP assistance as a means of maximizing the impact of development assistance, others underlined the need for UNDP to remain flexible in programming depending on the needs of programme countries and their individual situations. Some delegations stated that the upstream concept would ensure that project and programme performance in UNDP became catalytic and as replicable as possible to ensure the best possible results. A good example of how UNDP worked with both a country-driven approach and provision of policy advice was the national human development reports. It was emphasized that UNDP should avoid politically sensitive areas and build on its special relationship of trust with programme countries.

47. One delegation cautioned that UNDP risked becoming a high-level consultancy organization if its policy advice were not strictly linked to capacity-building and institution-building activities. Another delegation stated that programme countries could include desired activities in their CCFs without UNDP making an overall realignment.

48. UNDP was very well placed to play a key role in coordination as funder and manager of the United Nations resident coordinator system, in particular in creating a more coherent development system, according to several speakers. In that regard, it was essential that highly qualified resident coordinators be selected. The importance of the UNDAF and the CCA in country-level coordination was underlined.

49. Several delegations underlined the need for UNDP carefully to define its role, functions and comparative advantage, keeping in mind the guiding principles adopted in Executive Board decision 98/1. It was noted that the performance measures proposed as well as the MYFF and the ROAR, would assist in assessing the comparative advantage of UNDP in coming years. Information was sought on what areas would be transferred to other organizations or cut, as well as information on the process by which that would happen.

50. Several delegations expressed the view that the Business Plans did not clearly define the focus that was needed for the future of the organization, with one stating that upstream interventions was too broad and general a concept. Some speakers stated that analysis was lacking on how the focus on upstream activities would support the central goal of UNDP in poverty eradication and information was sought on how the interventions of

UNDP would complement the poverty reduction strategies of other organizations, such as the World Bank. Several delegations underlined the need for UNDP to concentrate its activities on the poorest countries. Several speakers underlined the important role that UNDP should continue to play in the follow-up to the World Summit on Social Development.

51. Support was expressed for the utilization of specialized agencies for activities in their relevant areas of expertise, with a clear definition of how UNDP would collaborate with those organizations. The ongoing United Nations reform process must also be taken into consideration. Duplication and overlapping with other parts of the United Nations system must be avoided. One delegation stressed the point that UNDP should not directly compete with the secretariat and the specialized agencies with regard to developing policy expertise within the organization. Another speaker emphasized the point that partners identified by UNDP to undertake activities would need to be fully acceptable to the Governments of programme countries concerned.

52. Several delegations emphasized the need to define clearly the concept of governance and how it would be applied in UNDP programmes. One delegation proposed that there be an agreed written definition. It was essential that the concept be defined through a transparent and participatory approach. Speakers underlined the point that the emphasis on governance should not mean neglecting activities related to poverty eradication and that it should not be imposed on any country. One delegation noted that the term had been defined in UNDP in broader terms than in other United Nations organizations.

53. Many speakers noted that the role of UNDP in crisis and post-conflict situations would be discussed at the second regular session. Some delegations took the opportunity to express appreciation for the work of UNDP in responding to emergencies related to conflicts or natural disasters. However, many underlined the fact that it was essential that UNDP cooperate closely with other organizations within and outside the United Nations system in order to ensure a smooth transition from emergency assistance to reconstruction and development and a proper division of labour at the country level. Others stated that UNDP must be selective with regard to the countries and circumstances in which it played a post-conflict role. Some speakers advocated a wider and broader discussion on the topic, with endorsement by the General Assembly of the proper roles for all involved organizations. Clear and transparent criteria needed to be applied, especially in crisis situations.

54. Many speakers welcomed the formation of the new Bureau for Resources and Strategic Partnerships. Enhanced coordination among all development partners was essential to making the most of limited resources. Several speakers praised the progress of UNDP relations with the World Bank and urged the two organizations to continue to work together, especially to avoid programmatic overlap. The participation of the World Bank in areas that had been traditional domains of the United Nations as well as its expanding role in policy advice needed to be taken into consideration in defining the UNDP of tomorrow. Several speakers underlined the importance of expanding technical cooperation among developing countries. One delegation emphasized the importance of forming partnerships with NGOs and the private sector in accordance with established criteria.

55. The work of UNDP in information technology, with a focus on the poor, was supported, as it offered great opportunities for sharing knowledge between countries and regions and within UNDP.

56. With regard to management issues contained in the Business Plans, most speakers praised the Administrator's intention to decentralize one fourth of the headquarters staff to the field and to decentralize policy work. One speaker was concerned that it could be harder to obtain information and data on country-level operations in a further decentralized UNDP. Many speakers underscored the importance of having strong regional bureaux in New York headed at the Assistant Secretary-General level. Some delegations called for the strengthening of the sub-regional resource facilities and a clearer definition of their role. Board members supported the cabinet-style leadership, the intention to develop staff competence, and training and other measures put in place by the Administrator, as explained in the Business Plans.

Response by the Administrator

57. The Administrator thanked those countries that had indicated increases in their contributions to the core budget of UNDP in 2000. He also thanked all delegations for their insightful and substantive comments, which would be studied closely.

58. In response to those who had requested more specificity regarding focus, he noted that all activities of the organization must support its overriding goal of human development and poverty reduction. Rather than use the term "good governance", he preferred to use the terms "policy dialogue" and "institutional development", which seemed more accurate and universally applicable. It was envisaged that focus areas such as gender, environment, and trade policy would come under that rubric under the overriding UNDP goal.

59. With regard to an overall definition for governance, the Administrator agreed that it could be difficult to determine a global definition agreeable to all countries. In his view, the defining would take place at the programme country level, where the services of UNDP were chosen for their ability to meet the needs of those countries. He emphasized that UNDP would specialize in those activities that programme countries wanted. Whatever UNDP could not provide, it would ensure that others, such as specialized agencies, would provide. The selections and the method by which services were defined and delivered would be identified through the ROAR and the Business Plans scorecard.

60. He emphasized that there was no substitute for strong core funding of UNDP and that non-core must be a supplement, not a substitute for core funding. However, UNDP must also seek non-core funding, as that was a dynamic and growing source of resources. He reaffirmed that the $1.1 billion target in core resources per year would be met. However, he was emphatic that a dynamic overall fund-raising strategy must include both core and non-core resources to reach the full potential of UNDP. He noted the strong funding by traditional donors to UNDP to efforts to combat HIV/AIDS in southern Africa. In his statement to the Security Council on 10 January, he had stressed the point that issues such as HIV/AIDS could not be dealt with in isolation from the broader development aspects of the crisis. The Board would determine whether the core funding target was reached and he was willing to take any steps necessary. The strong advocacy by programme countries of the critical role of UNDP in country-level activities was invaluable in convincing donors of the support needed for UNDP.

61. The cabinet-style management of UNDP would combine regional and cross-regional aspects of the work of the organization, ensuring that a knowledge-based and lessons-learned approach really worked. On another management issue, he noted that although core posts had been cut substantially in recent years, non-core project posts had grown. The 25 per cent reduction of staff at headquarters would involve both core and non-core posts. In particular, he stated that the large majority of senior staff should be at the country level. He underlined the fact that while posts would be reduced at headquarters, the Business Plans had committed the organization sharply to increase new recruitment, in order to renew the organization at the entry and middle-career levels. It was a challenge to do that within a no-growth administrative budget, and the process would have a large impact on staff.

62. The transition measures were to be funded from the $25 million allotment referred to in the Business Plans. Greater detail on expenditures would be provided at a future Executive Board session. The Administrator emphasized his recognition that the Executive Board had provided the momentum and that management would reflect very carefully on everything that had been said at the current session. Discussions on the role of UNDP in crisis and post-conflict situations would be taken up at the second regular session.

63. The final thought with which he wished to leave the Executive Board was that the Board had given UNDP the go-ahead to very difficult and painful management change. It was hoped that UNDP could count on the support of the Board and that all could keep an eye on the strategic goal, which was to get to the outcome of a renewed staff, committed to a more focused vision of where UNDP was going, responding above all else to the goals of the programme countries.

64. The Executive Board adopted the following decision:

2000/1. UNDP Business Plans, 2000-2003

The Executive Board

1. Recalls General Assembly resolution 53/192;

2. Recalls Economic and Social Council resolution 1999/6;

3. Reaffirms its decisions 94/14, 98/1, 98/23, 99/1 and 99/23;

4. Welcomes the efforts of the Administrator to secure the future of the United Nations Development Programme as a leading development programme of the United Nations and affirms its support to him in continuing those efforts, inter alia, in the framework of United Nations reform in operational activities;

5. Expresses serious concern at the decline in the level of core resources and calls upon the Administrator, in the context of the implementation of the Business Plans, to increase efforts in order to secure predictable funding for the United Nations Development Programme and to reach the agreed annual funding target of $1.1 billion in core resources;

6. Notes that the Business Plans emphasize that the operational activities of the United Nations Development Programme must remain country-driven;

7. Looks forward to the timely implementation of the Business Plans, 2000-2003 contained in document DP/2000/8 and requests the Administrator in implementing the Business Plans to take fully into account the views expressed at the first regular session of the Executive Board in 2000 and the fundamental characteristics of the operational activities of the United Nations;

8. Requests the Administrator to report to the Executive Board on the evolution and implementation of the Business Plans, 2000-2003 as part of the reporting cycle established under the multi-year funding framework.

28 January 2000

65. Following the adoption of the decision, one delegation emphasized that all delegations had the right to ask for time to reach a decision. Another delegation expressed its thanks for the cooperative spirit shown in reaching a decision in support of an effective and efficient UNDP that responded to the needs of programme countries and that had adequate resources to undertake the task. He underlined that allowing time to reach a final decision was vital in that it allowed the Board to reach a useful decision. He also noted that the request for time had also been made on behalf of the six delegations that sponsored a draft decision on the Business Plans. His delegation supported the provision of adequate decision-making in the future as the Board proceeded in its task to create an effective and efficient UNDP that responded to the needs of programme countries.

66. Another delegation expressed special gratitude to the Vice Presidents of the Board, under the leadership of the President, in their efforts to reach a consensus and partnership in the Board.

67. Another speaker reiterated the point that in connection with the adoption of the decision on the Business Plans, UNDP must continue to maintain its basic principles of universality and neutrality and its status as a voluntarily funded organization. In that regard, the relevant resolutions of the General Assembly and decisions of the Executive Board should be taken into account. The delegation also stated that decisions regarding the needs and priorities of UNDP programmes must be made solely by the Governments of the programme countries. He emphasized the point that the theme of governance should not for any reason be the only programme focus of UNDP and it should not be imposed on any country.

68. The Executive Board took note of the comprehensive assessment of the UNDP 2001 change process (DP/2000/3).

III. COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Introduction

69. The Associate Administrator introduced the item on country cooperation frameworks and related matters. He informed the Executive Board that the Administrator had approved the extensions of 26 CCFs for a period of one year. (For a list of the relevant documents, see paragraph 70 below.) The large number of extensions was linked to the overall core resource situation, in which three-year CCFs were extended for a fourth year. No new resources were allocated for the year 2000. Many countries therefore found themselves with very severely reduced resources for 2000 and 2001. Some extensions also served to allow for harmonized programming periods to allow for simultaneous starting dates with other funds and programmes.

70. The Executive Board took note of the following extensions of country cooperation frameworks, country programmes and regional cooperation frameworks: first extensions of CCFs for Angola (DP/CCF/ANG/1/EXTENSION I), Mauritius (DP/CCF/MAR/1/ EXTENSION I), Seychelles (DP/CCF/SEY/1/EXTENSION I), Swaziland (DP/CCF/SWA/1/ EXTENSION I), Indonesia (DP/CP/INS/5/EXTENSION I), Republic of Korea (DP/CCF/ROK/1/EXTENSION I), Belarus (DP/CCF/BLR/1/EXTENSION I), Bosnia and Herzegovina (DP/CCF/BIH/1/EXTENSION I), Bulgaria (DP/CCF/BUL/1/ EXTENSION I), Croatia (DP/CCF/CRO/1/EXTENSION I), Czech Republic (DP/CCF/CZE/1/EXTENSION I), Estonia (DP/CCF/EST/1/EXTENSION I), The Former Yugoslav Republic of Macedonia (DP/CCF/MCD/1/EXTENSION I), Georgia (DP/CCF/GEO/1/ EXTENSION I), Hungary (DP/CCF/HUN/1/EXTENSION I), Latvia (DP/CCF/LAT/1/ EXTENSION I), Lithuania (DP/CCF/LIT/1/EXTENSION I), Malta (DP/CCF/MAT/1/ EXTENSION I), Poland (DP/CCF/POL/1/EXTENSION I), Republic of Moldova (DP/CCF/MOL/1/EXTENSION I), Russian Federation (DP/CCF/RUS/1/EXTENSION I), Slovakia (DP/CCF/SLO/1/EXTENSION I), Slovenia (DP/CCF/SVN/1/EXTENSION I), Turkey (DP/CP/TUR/5/EXTENSION I) (country programme), Ukraine (DP/CCF/UKR/1/EXTENSION I), Saint Helena (DP/CCF/STH/1/EXTENSION I); and the first extension of the regional cooperation framework for Europe and the Commonwealth of Independent States (DP/RCF/REC/1/EXTENSION I).

First country cooperation framework for Liberia

71. In introducing item 3, the Associate Administrator referred to the CCF for Liberia (DP/CCF/LIR/1), which had been prepared at a very critical time for the country. The country recently enjoyed a more positive outlook, based on the generally improved security situation in the country, the completion of an arms-destruction exercise, the positive role it had played in the peace process in Sierra Leone, a very strong commitment to pursue macroeconomic policies and a sustained government effort to consolidate lessons of the democratic process. Liberia was in a post-conflict situation that deserved close consideration by the Board. He noted that it was not always easy to attract the attention of international donors to Liberia. The country faced many great challenges, including reintegration of former combatants, refugees and internally displaced persons, reconstruction of facilities, and establishment of new institutions and democracy. He announced that a high-level delegation of UNDP, the World Bank and the Office of the United Nations High Commissioner for Refugees would visit Liberia, Sierra Leone and Guinea the following week to seek ways to address the "gap" issue in those countries. The

mission would be followed by a fund-raising event in New York to attract more attention to those post-conflict countries.

72. One delegation asked whether there had been opportunities for comments from Executive Board members at the local level before the CCFs were finalized. She also noted that in some cases third-party cost-sharing was lagging and asked whether UNDP had taken steps to remedy that situation.

73. Several delegations endorsed the role of UNDP in providing support to the reconstruction of that country. There was a special role for UNDP, particularly in capacity-building for good governance. Further information was sought on the role of UNDP in environmental conservation, particularly through the United Nations Office to Combat Desertification and Drought, and in economic management and reconstruction in Liberia. Another speaker underlined the useful role played by UNDP in economic management in Liberia, as it had done in other African countries in the previous two decades. One speaker sought information on the "division of labour" among United Nations organizations in that country, how partnerships operated, and on the linkage between upstream and downstream activities.

74. One speaker, noting the reference to his country by the Associate Administrator, requested further information on the implications of reduced resources available to his country from UNDP.

75. One delegation praised the decision by the Government of the Republic of Korea to "graduate" from programme country to donor status. The representative of the Republic of Korea noted that the three-year CCF had been scheduled to end in 1999, but in order to have time to study the future relationship between UNDP and the Government of his country, an extension was requested until the end of 2000.

76. Another delegation, referring to the extensions of CCFs for countries in Central and Eastern Europe, requested that UNDP closely collaborate with the European Union in giving policy advice to those countries working to join that regional grouping. The same speaker urged UNDP to work with its authorities in Angola on areas relating to reintegration, where similar efforts were being supported in a bilateral programme. Another delegation noted its technical cooperation with the Government of Angola through training exercises.

77. The Associate Administrator hoped that a decision would be reached to allocate more time to CCFs and country review reports. In response to the query raised, he noted that UNDP procedures did provide donors an opportunity to comment on the draft frameworks at the country level prior to the review by headquarters and submission to the Executive Board.

78. The Officer-in-Charge of the Regional Bureau for Africa noted the positive comments on the UNDP programme in Liberia. He took note of the comments on coordinating with a particular donor in Angola and noted that a new resident coordinator would soon be posted in that country. In response to the query raised, he stated that he would hold bilateral discussions on the implications of the reduced resources to the programme country mentioned.

79. The Resident Representative in Liberia responded to queries raised, noting that UNDP was involved in environmental management owing to the large reduction in forest cover that had occurred during the civil conflict. A co-financed project had been approved to establish an environmental secretariat in the Government to address the serious problems in that area. Activities in the area of environmental management addressed the need to rebuild the development infrastructure, including the departments of planning and finance and the Central Bank. Coordination within the United Nations system and with external partners in Liberia was good, he noted, and efforts were under way to strengthen the Government's capacity in aid coordination. Downstream activities were mainly aimed at assisting the Government to develop upstream activities.

80. The Executive Board approved the first country cooperation framework for Liberia (DP/CCF/LIR/1).

Assistance to East Timor

81. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific introduced the note by the Administrator on assistance to East Timor (DP/2000/5). He noted the quick response by the United Nations system, including UNDP, to provide assistance to East Timor beginning in September 1999. In November 1999, a small office had been established, with staffing through redeployment, and a donors' conference was held in December 1999. A Special Envoy of the Administrator had been sent to East Timor and a deputy and other staff, including secondments from donor countries, would be in place shortly. With regard to coordination, UNDP was actively involved in the various mechanisms, including chairing the heads-of-agency meeting attended by the Special Representative of the Secretary-General for East Timor, and a working group on infrastructure. A common premises committee had been established and communications had improved through the setting up of a satellite dish. UNDP worked closely with the United Nations Transitional Authority for East Timor (UNTAET), donors and the East Timorese authorities designated for development activities.

82. Several speakers took the floor to express support for the proposal contained in the note by the Administrator whereby $5 million from the target for resource assignment from the core (TRAC) would be allocated to meet immediate needs for assistance for the period 1999-2000 and the authority granted to make future allocations according to the formula applied to other programme countries. They noted the current critical phase in East Timor and praised UNDP for its constructive role there. One speaker raised a query regarding the coordinating role of UNDP in infrastructure and on its comparative advantage in the post-crisis situation. Details on the utilization of the financial allocation were sought. Several speakers noted their own national contributions to the transitional process in East Timor, including funding and personnel. One speaker noted the very limited absorptive capacity of East Timor and the resultant need for strong coordination.

83. The Assistant Administrator thanked the delegations that had taken the floor for their support. He stressed the need for a rapid response to the needs of East Timor during the time of transition. Several donors had specified at the recent donors' conference that funds be channelled through UNDP for specific projects. It was important to note that in East Timor everyone was beginning from scratch. An itemization of the use of the $5 million could be provided if needed. He stated that there was no CCF for East Timor, but that the Administrator would make proposals to the Executive Board on future operations at a

later date. The Bureau of Management had approved projects in an expeditious manner in order to ensure their quick implementation.

84. The Special Envoy of the Administrator for East Timor noted that activities in the area of infrastructure rehabilitation represented a very positive example of good coordination among the various actors, including the United Nations system and the external community as well as the East Timorese leadership. Those activities would later be transferred to the Asian Development Bank. All actions were discussed with UNTAET, taking into account its priorities. Assistance to East Timor was a good example of how the development gap could be filled by responding quickly to the most essential needs at a time of medium-term transition.

85. The Executive Board approved the following decision:

2000/2. Assistance to East Timor

The Executive Board

Approves the allocation of $5 million from the target for resource assignment from the core to meet immediate needs for assistance for the period 1999-2000 and the authority to make future allocations according to the formula applied to other programme countries.

25 January 2000

Country review reports

86. The Associate Administrator introduced the country review reports (CRRs) for Bangladesh (DP/CRR/BGD/1), Botswana (DP/CRR/BOT/1), China (DP/CRR/CPR/1), Kazakhstan (DP/CRR/KAZ/1), Kyrgyzstan (DP/CRR/KYR/1) and Viet Nam (DP/CRR/VIE/1). He noted that legislation agreed by the Board pursuant to decision 96/7 had called for reviews every three years. The reviews had begun to fall due in 1999, with 23 carried out in 1999; about 80 were scheduled for 2000. The reviews before the Board at the current session were the first six to be submitted. In the future, 10 review reports would be submitted per year based on agreed criteria. The reviews were a key tool for oversight and lessons learned. Future allocations of TRAC 2 resources would in part be based on the findings of the reviews, in keeping with results-based management. The reviews looked at focus, results and adherence to the guiding principles approved by the Board in decision 98/1 and were conducted by independent teams with a wide range of team leaders. The reviews supported the central roles of the UNDP country office and the recipient Government. The reviews were used to improve current operations to help in designing the next CCFs. They also enabled senior management to get better feedback on the role of UNDP headquarters in providing support to the country offices. In addition, the finding was that the guiding principles were being applied to a large extent. Once a review was completed, the country office and the Government decided on follow-up, which was discussed with headquarters and included in the action section of the review report.

87. The Minister of Health of Botswana described the highlights of the review process undertaken in her country. She noted that the former UNDP Associate Administrator, Mr. Raffeuddin Ahmed, had led the review in Botswana, which took place in August 1999.

The Government had participated actively in the review of the four main programme areas. She underlined the extent to which the spread of HIV/AIDS in the country was undermining improvements in overall poverty eradication and noted that the President of Botswana chaired the National AIDS Council. She underlined the need to implement the recommendations in the review report.

88. One delegation stated that the CRRs elaborated on the role and concrete impact of UNDP in programme countries. The attention to the wider issues of programme focus, national execution and advocacy was very useful.

89. Another speaker called for inclusion of information on the position of UNDP in terms of assistance provided to a particular country as compared with overall development assistance and United Nations-system support. In each review, inclusion of information on new partnerships would be very useful. He noted that in paragraph 31 of document DP/CRR/BGD/1, the importance of the national human development reports was noted in relation to the question of national implementation. In Bangladesh, there was an appropriate stress on the need to support national implementation through UNDP or others. He also noted that examples of governance activities undertaken at the request of programme countries were included in the review reports, in paragraph 18 of the report on Bangladesh and in paragraphs 14 and 16 of the report on China. He said that the French version of DP/CRR/BOT/1 had referred to the "insurmountable" problem of HIV/AIDS, and his delegation did not share that analysis as it was a question of security as well as health that could be overcome. The key was access to treatment for patients and joint action to provide drugs to programme countries. His delegation requested that the Administrator remain actively involved in the matter.

90. The Associate Administrator noted that the original English text of DP/CRR/BOT/1 had used the word "overwhelming", which did not have the same connotation as "insurmountable".

Review process and lessons learned

91. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific provided a synthesis of the lessons learned about the process of the reviews. Country offices conducted reviews on an annual basis, but the review of the CCF added an extra degree of independence through the team leader and inclusion of another UNDP colleague not from the reviewed country office. He noted some specific features of the reviews, such as the inclusion of bilateral partners in the review on China that enhanced understanding of UNDP programmes. The results of the review and findings were shared with the Governments, NGOs, and academia. UNDP believed that while the processes had so far gone well, there were some improvements to be made, especially with regard to the amount of resources allocated to the review process, which had been found to be insufficient. A very high level of participation had characterized the process, he noted, in particular in Viet Nam. The reviews had added to the workload of the country offices. Country offices were encouraged to look at the reviews in the light of the strategic results frameworks (SRFs) and it was hoped that in the future, reporting processes could be merged.

92. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States underlined the usefulness of the reviews, in particular to the new programmes in her region. She noted, in response to a query raised earlier in the

discussion, that the CCFs in her region that had been extended would be the subject of reviews in 2000, and she confirmed that UNDP was cooperating with the European Union in the relevant countries.

93. The Officer-in-Charge of the Regional Bureau for Africa underlined that the reviews enabled senior management to obtain effective feedback. The reviews effectively involved governments as partners, increasing their sense of ownership.

94. One delegation took the floor to emphasize the usefulness of the country review reports, noting that more results-oriented language would have enhanced the recognition of the concrete outcomes. In the future, the use of the SRFs would be welcomed in the country reviews, including inputs and outputs and indicators, which would be in line with the programming manual. In 1999, it was too early to build the reviews on the SRFs. Information on the usefulness of the reviews as a management tool was sought and whether the process was worth the time it took. All six reports referred to the United Nations Development Assistance Framework. However, he had a query regarding the reference in paragraph 45 of DP/CRR/KYR/1 regarding the pilot status of the World Bank Comprehensive Development Framework and its relationship with the UNDAF. It was important to know where UNDP was supporting the United Nations in its role as funder and manager of the United Nations resident coordination system. Information on partnerships and involvement of other United Nation organizations in the review process would also be welcomed.

Governance and policy-based advice

95. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States addressed the meeting on the governance and policy-based advice component of the reviews. Programmes related to governance, as exemplified in the reviews of Kyrgyzstan and Kazakhstan, were common to her region. In both countries, institution and capacity-building in support of national parliaments, human rights committees, and civil society community based institutions had been commended by the country review missions. They were found to be timely and responsive to country needs. The role of UNDP in policy formulation and in national institutions was found to be highly relevant in both countries. Because of the trust it enjoyed, UNDP was able to work in addressing sensitive areas such as anti-corruption activities and human rights in Kazakhstan and in electoral administration and the establishment of an ombudsman institution in Kyrgyzstan. UNDP had a greater role to play in building the foundation for democratic reforms within civil society in both countries through strengthening young civil society organizations and facilitating their contributions to policy and decision-making processes at national and local levels. The sustainability of UNDP programmes depended on the extent to which the prospects of sustainability for key institution-building initiatives were increased. Taking into account limited programme resources, UNDP would have to be very selective and focus on a limited number of programme interventions.

96. The Permanent Representative of Kyrgyzstan expressed gratitude for the review report on her country. The findings had assisted in the preparation of a new country cooperation framework. The report was accurate and corresponded to the views held by the Government regarding development needs. Coordination had greatly improved in her country, focusing on governance, economic transition, decentralization, development of

civil society and reduction of poverty. She noted that UNDP enjoyed confidence and respect in her country. A decrease in resources would create serious concern.

97. The representative of Bangladesh stated that the review report had been very well received by his Government. The programmes of UNDP extended beyond that of poverty eradication. He noted that while project documents took a long time to approve, UNDP could be helpful in speeding up implementation of the projects, based on its experience in other countries. The common database among United Nations organizations would be very useful.

98. The Permanent Representative of Kazakhstan noted the positive review and its usefulness in preparing for the second CCF for her country. UNDP support had provided concrete contributions to Kazakhstan in democratic reform, particularly with regard to the parliament and in the development of legislation. UNDP programmes had enabled progress for the Kazakh people, including assistance in the Semipalatinsk region.

99. One delegation addressed the review report for Viet Nam (DP/CRR/VIE/1), expressing concern that UNDP was involved in too many areas and could thus lose its comparative advantage given the decrease in core funding. Her government was of the view that UNDP should focus on building up a strong governmental capacity to coordinate assistance and to plan economic reform, creating a more active dialogue between partners on social dimensions, and initiating more interventions such as those mentioned in paragraphs 13 and 16 regarding assistance to prepare a national strategy for public administration reform and a national plan for an environmental agency, within the UNDAF. A clearer definition of the role of UNDP in providing support to the Government and in strengthening the Government's ability to implement its long-term development programmes could have been included in the review report.

100. The representative of Viet Nam expressed agreement with the findings contained in the review on his country (DP/CRR/VIE/1). He noted that UNDP had an impressive record in Viet Nam. A conference to review development assistance to Viet Nam had been held some two years ago, with the conclusion that cooperation with the United Nations had yielded good results. He noted that the UNDP programme in his country was very focused and coincided with his Government's priorities as well as that of major donors. The programmes were policy-oriented, for example in the area of governance, when UNDP sponsored training programmes for government officials in market reform. UNDP and bilateral donors had worked in other sectors such as in judicial and legislative reform. UNDP had provided support in the strategy on poverty eradication, now operational in some eight states in Viet Nam. The donor group was chaired by the World Bank and UNDP, and included the participation of non-governmental organizations. He also noted that a private sector conference followed the donor's conferences on Viet Nam. Programmes had had an impact, and he cited the recent World Bank statistic that from 1993 to 1998, poverty in Viet Nam had been reduced from 70 per cent to 30 per cent. His country had completed an UNDAF report, and he noted that the Common Country Assessment included action areas in follow-up to all the global conferences. A number of theme groups concentrated on resource mobilization in key theme areas. The decrease in TRAC resources was of concern.

Poverty eradication

101. The Officer-in-Charge of the Regional Bureau for Africa, referring to the review on Botswana (DP/CRR/BOT/1), noted that significant progress had been achieved in that country in the area of poverty eradication. He noted that employment generation had been a key area of activity and programmes that were easily replicable had been established. In the future, UNDP intended to develop a national poverty strategy and coordination strategy, in coordination with the Government. Advocacy for poverty issues would also be continued, including through the national human development report. He highlighted the activities in HIV/AIDS, in particular through collaboration among United Nations partners. The situation should be considered as a national emergency and the Government, in close collaboration with UNDP and other United Nations agencies, was actively working to fight the HIV/AIDS pandemic. UNDP collaborated with the Government to enhance capacity-building at the national and district levels. A national coordinating agency was planned to enhance data collection and address the issue of knowledge and behaviour. UNDP was providing support to the southern Africa region to develop a sub-regional approach.

102. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States noted that poverty was a relatively new phenomenon in her region. In Kyrgyzstan, UNDP activities included social mobilization programmes targeted to the poorest, in particular women, and efforts to improve access through strengthened community-based organizations. One future project included poverty profiling by region. In Kazakhstan, UNDP focused on the country's poverty-stricken regions. She noted that urgent attention should be paid to integrating poverty eradication into macroeconomic planning.

103. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific underlined the high levels of poverty in his region. UNDP approaches included, in Bangladesh, social mobilization projects, and in China, local level activities, including collaboration with women's organizations.

104. The Minister of Health of Botswana highlighted the relationship between poverty and HIV/AIDS in Africa. Poverty eradication in Botswana necessitated an effective HIV/AIDS programme. Other programmes, particularly in gender, were also linked to poverty eradication. She noted that UNDP could help in preserving natural ecological sites in Botswana that could be developed as tourist attractions as a means of poverty alleviation. She stressed that application of lessons learned from other countries was a key area of success in programme development. The reviews were of critical importance, she noted, to create a sense of ownership and opportunity to redress mistakes.

The way UNDP does business

105. Advocacy. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States noted that in Kazakhstan and Kyrgyzstan the national human development reports had been the main tool in the dialogue with governmental and non-governmental organizations for advocating a greater focus on the social effects of the transition on vulnerable groups, for working with civil society, and giving women a stronger voice in policy-making. The regional programme supported

those efforts. In the review report on Kyrgyzstan, advocacy of gender issues was considered impressive. In Kazakhstan, activities in human rights were also lauded.

106. National execution. The Officer-in-Charge of the Regional Bureau for Africa noted that in Botswana the programme approach was being used to the maximum extent. Great strides had been made, and there were national programmes in the sustainable human development focus areas. In that context, UNDP was increasing the use of the national execution modality, contributing greatly to the building of national capacity. There was some lack of knowledge of national execution procedures, which was being addressed through training. It was foreseen that every activity funded by UNDP in Botswana would be nationally executed.

107. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific stated that there needed to be a distinction between the direction and substance of the national execution and the administrative arrangements. The former must have government and country ownership. There could be different arrangements for the administrative aspects as long as the Government was in control.

108. The Executive Board took note of the first country review reports for Bangladesh (DP/CRR/BGD/1), Botswana (DP/CRR/BOT/1), China (DP/CRR/CPR/1), Kazakhstan (DP/CRR/KAZ/1), Kyrgyzstan (DP/CRR/KYR/1), and Viet Nam (DP/CRR/VIE/1).

IV. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Regular funding and cash-flow management

109.The Assistant Administrator, Bureau of Management, introduced the report of the Administrator on UNDP regular funding and cash-flow management (DP/2000/CRP.3), noting that in its decision 99/1 the Executive Board had reaffirmed the need to reverse the decline in regular resources and establish a mechanism to place UNDP funding on a predictable basis. Regrettably, the effort in 1999 to achieve timely and predictable payment of voluntary contributions had not been successful.

110.One delegation noted the full agreement of his Government with the remarks of the Assistant Administrator. He expressed his concern that UNDP had not been able to achieve a full commitment from donors for timely predictable contributions. He indicated his Government's flexibility to change from a monthly to quarterly payment schedule if that would be helpful.

111.Another speaker stated that he had no difficulty with the document. He requested that the Assistant Administrator clarify what the expected use of the operational reserve had been in 1999 and what it was expected to be in 2000.

112.The Assistant Administrator responded that the preliminary data for 1999 had indicated that the operational reserve had been used as of 30 November and had been replenished in December owing to the large volume of contributions received during the month. Regarding 2000, it would be hard to say to what extent the reserve would be used, since it depended on the payments pattern during the year. However, based on historical data, UNDP believed that it might need to use the operational reserve during the first quarter of 2000.

113.The Executive Board adopted the following decision:

2000/3. UNDP regular funding and cash-flow management

The Executive Board

1. Takes note of the information contained in document DP/2000/CRP.3;

2. Notes the serious impact of delayed payments on cash-flow management as reported in the document;

3. Notes the importance of officially communicating regular resources contributions for 2000 as early in the year as possible;

4. Supports the recommendation of the Administrator for a comprehensive implementation of the elements of the United Nations Development Programme funding strategy (decision 98/23) concerning the announcement of pledges and adherence to a fixed payment schedule.

26 January 2000

Revised UNDP Financial Regulations and Rules

114.The Assistant Administrator and Director of the Bureau of Management introduced the following documents: DP/2000/4, the revised UNDP Financial Regulations and Rules; DP/2000/CRP.5, a comparative table prepared by the Office of Legal Affairs of the United Nations Secretariat; and DP/2000/7, the relevant report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ).

115.Many delegations welcomed the revised UNDP Financial Regulations and Rules. Many speakers commended UNDP for the comprehensive work undertaken and for the clarity of the documentation, which facilitated the understanding of the proposed revisions. Many delegations also expressed their appreciation for the additional clarifications presented by the Administrator in document DP/2000/CRP.4, as well as in informal consultations held prior to the first regular session.

116.Some delegations considered that the ACABQ had raised important concerns, particularly with regard to the harmonization of terminology, which should be addressed before the Executive Board could approve the revised Financial Regulations. Other delegations expressed the view that in document DP/2000/CRP.4 and in the informal consultations UNDP had addressed those issues to a sufficient extent.

117.Most delegations declared themselves ready to approve the proposed revised financial regulations, the approval of the financial rules being within the authority of the Administrator, with the exception of those proposed regulations relating to the new policy areas described in paragraphs 40 to 48 of document DP/2000/4. Although several delegations expressed an understanding of the basic rationale for the new policy areas, a number of speakers requested the Administrator to provide the Board with additional information with regard to those areas, so that the implications of the new authorities requested by the Administrator in that context could be fully assessed. Some delegations also requested that in the future, the UNDP financial regulations be amended as necessary to take into consideration the implementation of the UNDAF, particularly with regard to joint programming between the various United Nations entities, as well as the sector-wide approach.

118.Two delegations stated that they would not be in a position to approve the proposed revised financial regulations at the current session. One delegation stated that in its view, critical details had been omitted from the presentation of the proposed revision and that since it was not considered prudent to approve only part of it, approval should be postponed to a subsequent session of the Board. Another delegation stated that it was still awaiting final instructions from its capital and required clarification of a number of specific concerns raised by the capital. Only when those concerns had been fully addressed would the delegation be in a position to approve the revised regulations.

119.Several delegations, acknowledging the urgent need for UNDP to update and strengthen its control framework, expressed concern that a deferral of the approval of the revised regulations might negatively affect the operational efficiency and accountability of UNDP. Several delegations, therefore, proposed that the Executive Board consider a partial approval of the revised regulation, deferring to future sessions of the Board approval of authorities attached to the four new policy areas described in paragraphs 40 to 48 of document DP/2000/4. .

120. Considering the complexity of the proposed revision, some delegations recalled that previously, the Governing Council of UNDP had established a subsidiary finance committee consisting of experts to review and make recommendations on proposals of that nature.

121. Following informal consultations, the Executive Board adopted the following decision:

2000/4. Comprehensive revision of the UNDP Financial Regulations and Rules

The Executive Board

1. Takes note of the report of the Administrator contained in document DP/2000/4; the information contained in document DP/2000/CRP.5; the report of the Advisory Committee on Administrative and Budgetary Questions contained in document DP/2000/7; and the further clarifications provided by the Administrator in document DP/2000/CRP.4;

2. Takes note of the urgent need for a comprehensive revision of the United Nations Development Programme Financial Regulations and Rules in order for the Programme to maintain effective financial management and control in the organization;

3. Reaffirms the important role of the Advisory Committee on Administrative and Budgetary Questions in administrative and budgetary matters, including the revision process of the United Nations Development Programme Financial Regulations;

4. Approves the proposed revised financial regulations contained in the annex to document DP/2000/4, with the amendments listed in the annex to the present decision, and with the exception of the following proposed regulations: 16.03 regarding a limited authority for the Administrator to advance funds from regular resources prior to the receipt of anticipated contributions to other resources; 17.04 regarding authorization for the Administrator to select an intergovernmental or non-governmental organization as executing entity; 19.01 regarding an expanded grant modality; and 25.09 regarding authority for the Administrator to establish credit facilities;

5. Requests the Administrator to present for approval, at a future session of the Executive Board, additional information on the proposed four new areas of authority described in paragraphs 40-48 of document DP/2000/4;

6. Decides that, pending the approval of financial regulations pertaining to the areas covered by the four regulations referred to in paragraph 4 of the present decision, the following current financial regulations shall remain in effect: Regulation 4.15 (c) regarding defaults on payments required under agreements between a contributor and the Administrator; Regulation 8.12 regarding authority for the Administrator to incorporate micro-capital grant support in association with technical cooperation programmes; and Regulation 8.10 (e) regarding authorization for the Administrator to contract, subject to the agreement of the requesting Government or Governments, for the services of other agencies, private firms or individual experts in the execution of projects, and to contract projects to a governmental, intergovernmental or organization not part of

the United Nations system, or to the United Nations Development Programme itself, if the entity meets the conditions set out in the Regulation;

7. Takes note of the proposed financial rules also presented in the annex to document DP/2000/4 and decides that these rules will become effective simultaneously with the financial regulations;

8. Requests the Administrator to defer approval of those financial rules associated with the four proposed regulations referred to in paragraph 4 of the present decision;

9. Also requests the Administrator to ensure that any proposed decision submitted to the Executive Board by the United Nations Development Programme that is expected to affect the Financial Regulations and Rules be accompanied by the proposed text of the relevant regulation and/or rule;

10. Further requests the Administrator to keep the financial regulations under active review, including with regard to taking into account any adjustment that may facilitate the implementation of the United Nations Development Assistance Framework, and to consult accordingly with members of the Executive Board;

11. Requests the Administrator to transmit to the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) the changes in terminology introduced through the present decision and to inform the Executive Board of the comments of the Committee;

12. Recommends that the United Nations Development Programme seek, whenever feasible, the views of the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) on any new proposed changes of terminology in the Financial Regulations and Rules, with a view towards harmonization;

13. Emphasizes the continuing need to organize, well in advance of the appropriate Executive Board session, informal consultations with Board members on the draft of any change proposed to the Financial Regulations, with a view to ensuring that the changes and their rationale are fully explained in an appropriate and useful format.

28 January 2000

Annex

AMENDMENTS TO THE PROPOSED REVISED UNDP FINANCIAL REGULATIONS AND RULES, AS APPROVED BY THE EXECUTIVE BOARD

Regulation 5.02:

"Contributions may be accepted by UNDP from Governments of States members of the United Nations, of the specialized agencies and of the International Atomic Energy Agency, as well as from those organizations and agencies themselves. Contributions may also be accepted from any other intergovernmental, non-governmental, or private sector sources subject to such conditions and criteria as the Executive Board and the Administrator may establish."

Regulation 5.07 (b):
"Contributions shall be paid in advance of the allocation made for the implementation of planned UNDP programme activities~~, except as provided by Regulation 16.03 below~~;"

Regulation 9.04:
Delete: "Income other than contributions, direct refunds of expenditures in respect of programme activities or in respect of the biennial support budget during their approved period and revenue derived from staff assessments shall be classified as miscellaneous income."

Insert: "All income to UNDP shall be classified as miscellaneous income, except:

(a) The income from the contributions specified in this chapter;

(b) Direct refunds of expenditures in respect of programme activities during the approved duration of a programme activity, i.e., before the final allocation for UNDP assistance to a programme activity is made;

(c) Direct refund of expenditures in respect of the biennial support budget during the current biennium;

(d) Advances or deposits to funds;

(e) Revenue derived from the staff assessment plan";

Regulation 11.02:
"The distribution of resources among the different programme categories may be changed only by the Executive Board ~~on the basis of principles it shall have established~~";

Regulation 12.02:
Delete (c) of the Regulation and incorporate in the Financial Rules:
"The Administrator may determine a TRAC-1 threshold below which the approval process of the country cooperation framework shall be simplified. The Administrator shall inform the Executive Board and those programme countries to which the simplified process is applied of this threshold";

Regulation 14.04:
"Transfers between the appropriation lines for the biennium may be may be made by the Administrator, subject to limits as the Executive Board may specifically decide, with the prior concurrence of the Advisory Committee";

Regulation 16.06 (a):
"The administration by executing entities of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they ~~are appropriate~~ do not contravene the principles of the Financial Regulations and Rules of UNDP";

Regulation 16.07:
The Administrator shall establish, from time to time, in consultation with the Board of Auditors, criteria determining which UNDP programme activities executed by other entities other than organizations from the United Nations system are to be audited biennially. Such criteria shall be made available to the Board of Auditors."

122. Following adoption of the decision by the Board, one delegation emphasized the important role of the ACABQ for the United Nations, its Funds and Programmes, and stated that that role should not be undermined. The delegation supported a number of comments and recommendations made by the ACABQ and considered that, despite the informal consultations and clarifications provided by UNDP, specific concerns raised in that context had not been dispelled. Urging the Administrator to consider, to the maximum extent possible, the concerns of the ACABQ, as well as the specific points of concern to the delegation, in the final version of the revised UNDP Financial Regulations and Rules, the delegation accepted the decision of the Board on the regulations.

UNDP/UNFPA joint segment

V. IMPLEMENTATION OF RECOMMENDATIONS OF THE BOARD OF AUDITORS

123. The Executive Board had before it the following reports submitted, respectively, by UNDP and UNFPA: report on implementation of the recommendations of the Board of Auditors for the biennium 1996-1997: report of the Administrator (DP/2000/6); and follow-up to the report of the Board of Auditors for 1996-1997: status of implementation of recommendations (DP/FPA/2000/4).

124. The Associate Administrator introduced the Report of the Administrator on implementation of the recommendations of the Board of Auditors for the biennium 1996-1997 (DP/2000/6). The report contained a tabular summary of recommendations, with references to the report of the Board of Auditors for the biennium 1996 to 1997. The table also indicated the UNDP response to each recommendation, as provided to the Board of Auditors during the preparation of its report, as well as the status of any follow-up action and the target date for completion. The Administrator was pleased to report that progress had already been made in many areas and that efforts were being made to address outstanding issues.

125. In introducing the UNFPA report (DP/FPA/2000/4), the Deputy Executive Director (Policy and Administration) noted that pursuant to Executive Board decision 97/2 the report provided an updated summary of the status of measures taken to implement the recommendations of the Board of Auditors. He highlighted the measures presented in the report which responded to the main areas examined by the external auditors, namely, financial procedures, cash management, property management, human resource management, and the year 2000 (Y2K) compliance. He stated that UNFPA had benefited greatly from continuous discussions with the external auditors throughout the process of developing adequate measures to address their concerns. Furthermore, the database developed by the UNFPA Office of Oversight and Evaluation (OOE) to monitor responses of concerned organizational units to audit findings and the coordination with the UNDP Office of Audit and Performance Review (OAPR) had facilitated the implementation of appropriate measures as well as the identification of concerns requiring further action. The Deputy Executive Director said that the Board of Auditors in its report to the General Assembly (A/54/159) had noted that UNFPA was implementing all recommendations and that the Fund was 1 of 13 organizations that had included timetables for implementing recommendations and 1 of 7 organizations that had identified officers responsible for such implementation.

126. During the discussion that followed, a number of delegations commended UNFPA for its efforts in following up on the implementation of the recommendations of the Board of Auditors. One delegation noted that with regard to follow-up actions, instead of only one-way instructions from headquarters to country offices, it would be useful also to obtain inputs from the country offices. The same delegation added that training on cash management would be particularly valuable for the staff of country offices and national executing agencies. Another delegation asked for additional information on the status of the APERTURE database and the write-off of overdue travel advances. One delegation asked how many United Nations Houses would be established in 2000. With regard to the closure of inactive projects, the same delegation stated that the identification of such

projects should be the responsibility of not just one unit but of all the units/divisions involved in project management. The same delegation added that the reasons for project inactivity should be examined and ways to reduce it should be identified.

127. The Deputy Executive Director thanked the representatives for their constructive comments and suggestions. He agreed that the Fund should be careful not to provide only one-way instructions from headquarters to country offices and he assured the representative that UNFPA elicited inputs and paid close attention to feedback from the country offices. With regard to training, he noted that two thirds of the Fund's training budget was devoted to training of staff in country offices and a major part of that training focused on financial procedures, including cash management. With regard to travel advances, he reported that a net debit amount of $35,000, comprising $53,000 of debit balances and $18,000 of credit balances, was being reviewed for write-off. He noted that information on the status of the APERTURE database would be provided later. With regard to United Nations Houses, he noted that eight additional countries had been identified to date as meeting the requisite criteria for the establishment of such houses. Concerning the identification and closure of inactive projects, he said that the process was based on consultations between the Division of Finance, Administration and Management Information Services (DFAMIS) and the concerned units/divisions: DFAMIS would identify the financially inactive projects and send the information to the concerned division and follow-up action would be taken based on the recommendation of the concerned division. He added that the Management Information Services Branch had developed software that automatically identified financially inactive projects.

128. The Executive Board took note of the UNDP report on implementation of recommendations of the Board of Auditors for the biennium 1996-1997 (DP/2000/6).

129. The Executive Board took note of the UNFPA report on follow-up to the report of the Board of Auditors for 1996-1997: status of implementation of recommendations (DP/FPA/2000/4).

VI. FIELD VISITS

Field visit to Georgia and Bulgaria

130.One of the rapporteurs of the Executive Board team, Mr. David Prendergast (Jamaica), introduced the mission report (DP/2000/CRP.2) on the Executive Board field visit to Georgia and Bulgaria (25 August to 5 September 1999), giving an overview of the highlights of the visits and the recommendations contained in the report. He emphasized the fact that the field visits had been invaluable for gaining knowledge about the work of UNDP and UNFPA at the country level.

131.The representative of the Czech Republic, who had participated in the mission, noted the comprehensiveness of the programmes in the two countries. Top government officials in Georgia had received the team, including the President, H. E. Mr. Eduard Shevardnadze. She highlighted several recommendations contained in the report on Georgia, notably those related to the role of UNDP in anti-corruption measures and in judicial reform, as well as in the post-conflict rehabilitation and delivery of humanitarian aid. She cited the priority areas identified by the team in Bulgaria, and the severe economic conditions faced by the population, in particular unemployment.

132.The Deputy Permanent Representative of Georgia thanked the team for its comments and recommendations concerning his country. He cited the excellent work of the UNDP Resident Representative and noted that in the light of complex needs in Georgia, there was very good coordination among the United Nations organizations present in that country. He also highlighted the participation of the Organization of Security and Cooperation in Europe in projects aimed at peace-building in South Ossetia. Unfortunately, Georgia was also experiencing an unresolved conflict in Abkhazia. There were no simple conflict resolution methods and thus Georgia tried to make use of all partner organizations. Recently, elections had been held and Georgia had become a member of the Council of Europe and the World Trade Organization. Georgia worked with Azerbaijan on petroleum transit to the Caspian region. Intensive economic links with the countries of the European Union and the Commonwealth of Independent States were vital. Although it would not be feasible to list all programme areas, he cited as positive examples the work of UNDP in setting up a new tax system and anti-corruption work and UNFPA assistance to Georgia's health system. He hoped that the cooperation with both organizations would be further strengthened in the future.

133.The representative of Bulgaria commended the Executive Board team for the excellent report and thanked the secretariat and the respective regional bureaux of UNDP and UNFPA for arranging the visit. He regretted the lack of interest of donors in participating in the Bulgaria segment of the field visit, where they could view their donor dollars at work. He also noted the excellent work of the Resident Representative in Bulgaria.

134.The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) thanked the rapporteur and the team for the report. She noted that the visit had been very timely and the recommendations would be taken into account in the preparation of the next CCFs. She noted that while there was great diversity among programmes in the RBEC region, governance was a consistently important theme, including in the two countries visited by the Board. Poverty eradication was also a key focus area for Bulgaria and Georgia.

135.The Director, Division of Arab States and Europe, UNFPA, noted that with regard to data systems, the Fund was providing direct support for the preparation and conduct of the census in three countries in the Commonwealth of Independent States, including Georgia. In addition, indirect support had been provided through a regional project on census capacity-building, executed by the Economic Commission for Europe. The UNFPA country support team, based in Amman, had provided technical support to both Georgia and Bulgaria. She added that UNFPA had provided support to Bulgaria on a project-by-project basis, in the areas of strengthening data systems and the provision of contraceptives. A new project for comprehensive collaboration in reproductive health had been developed. It focused on increasing national capacity to implement quality reproductive health care and services, developing sexual and reproductive health education for adolescents, generating sound data on the problem of infertility in Bulgaria, and establishing a well-functioning contraceptive logistics management system. She noted that the UNFPA Country Director for Bulgaria (based in Albania) would finalize the programme during a mission to Bulgaria in February 2000.

136.The Executive Board took note of the report on the field visit to Bulgaria and Georgia (DP/2000/CRP.2).

UNFPA segment

Statement by the Executive Director

137.In her introductory statement, the Executive Director congratulated the President of the Board and the members of his Bureau on their election and pledged to them the Fund's full support and cooperation in the year to come.

138.The Executive Director noted that the year 2000 promised to be a challenge for UNFPA. Considering the complexity and importance of the items before the Board, as well as the relatively small size of the UNFPA secretariat, the Fund had to organize its work for the Board very carefully in order to be able to do its main job, which was to deliver the UNFPA programme. The documentation for the April session was already overdue, and the documents for the annual session in June were already being prepared. Given these multiple deadlines, she said it might be useful to see if there was any way to rationalize the number of reports coming before the Board as part of the continuing effort to focus more on those policy issues that were most critical to the Fund.

139.First and foremost among those was the issue of resource mobilization for the programmes approved by the Executive Board. That was a responsibility shared by both the Board and UNFPA. Other priorities included repositioning UNFPA on how best to help countries to implement the key future actions that emerged from the ICPD+5 process, directing more attention to sector-wide approaches (SWAps), strengthening UNFPA country offices, and strengthening decentralization while ensuring the highest standards of accountability. She noted that UNFPA would submit its first multi-year funding framework (MYFF) to the Executive Board in April. She thanked the donor countries that had provided funding to UNFPA for the development of the MYFF, and underscored the Fund's deep commitment to implementing the MYFF.

140.The realities of UNFPA general funding in 1999 had constrained the Fund's ability to maximize programme results. UNFPA programmes had to be drastically reduced and that had cut into the results that could have been produced in programmes that had been previously approved by the Executive Board. Moreover, because of the strong momentum in programme delivery, provisional estimates indicated that UNFPA programme expenditures had been high in 1999. That reflected the fact that most programmes were in mid-cycle and had reached their peak implementation phase. As a result, UNFPA might have to draw down from its operational reserve to cover the overexpenditure, which would be replenished from 2000 resources.

141.The financial prospects for 2000 looked a bit better. A major donor was resuming its contribution after a short hiatus and several other major donors had indicated that they would increase their contributions. Also, the intense competition for funding and shrinking official development assistance (ODA) was moving UNFPA to create more meaningful alliances with bilateral agencies, the development banks, private foundations, the European Union and NGOs. The Fund was also exploring all avenues for meeting programme country needs, including developing a global strategy and action plan, together with a number of partners and stakeholders, for reproductive health commodity security.

142.The Executive Director was confident that UNFPA could reverse the downward trend in general resources. For her part, she planned to increase her own fund-raising and awareness-creation efforts with as many countries as possible. But she challenged each one of the members of the Executive Board to secure the resources for the programmes the Board had approved. Together, UNFPA and the Board could meet the challenge, as it was ultimately a question not of the availability of resources, but rather about priorities and commitments to channel what had been agreed at the ICPD towards achieving the goals of the Programme of Action. She also challenged every programme partner country to make a pledge to UNFPA for 2000.

143.The Executive Director concluded by paying a tribute to the Deputy Executive Director (Policy and Administration), who would be retiring from UNFPA on 31 January.

144.Several delegations took the floor to thank the Executive Director for her illuminating and thought-provoking statement. Many delegations expressed regret on learning that the Deputy Executive Director (Policy and Administration) would be retiring from UNFPA at the end of January. They paid a tribute to him and commended him highly for his many contributions to UNFPA. The delegation of Japan noted that the Deputy Executive Director had always brought dignity and professionalism to his work with his gentle soul. Together with the Executive Director and his other colleagues, he had guarded and consolidated the foundation of UNFPA, in particular, by increasing the Fund's financial and human resources as the world's expectations of UNFPA grew. The representative stated that perhaps Japan's biggest and most significant contribution to UNFPA to date may have been the Deputy Executive Director himself. In bidding farewell to the Deputy Executive Director, the speaker also welcomed the incoming Deputy Executive Director. Another delegation thanked the Deputy Executive Director for his support and guidance to the network of parliamentarians in its country.

145.The Minister of Health of Botswana, thanked the Deputy Executive Director for his high commitment to population and development, especially in relation to Africa. She thanked UNFPA for being at the forefront of global change, particularly in sub-Saharan Africa. She commended UNFPA for its contribution to Botswana's achievement of balanced economic and population growth. She noted that her country looked forward to cooperation with UNFPA and other development partners in the areas of population, reproductive health, HIV/AIDS prevention and poverty eradication. She underscored the effectiveness of results-based and sector-wide approaches. She noted that HIV/AIDS presented a serious challenge that was further complicated by the problems of hunger and poverty. She drew attention to the issue of declining resources and appealed to all programme and donor countries to help to mobilize resources. She stressed the need to support programmes focusing on HIV/AIDS prevention and the promotion of gender equity and equality. She expressed support for the proposed UNFPA intercountry programme. She applauded the work of UNFPA and stated that her country looked forward to the Fund's guidance.

146.Another delegation stated that its country would continue its efforts as a reliable partner of UNFPA. The speaker hoped that the UNFPA MYFF would prove to be a useful management tool and would help to improve the funding situation of UNFPA. The representative noted that his country had recently made a second round of contributions to UNFPA in support of the Fund's assistance to Kosovar refugees. He hoped that the reproductive health needs of people in emergency situations would be adequately addressed.

147.One delegation noted that its country was making steady progress towards achieving the reproductive and child health goals of the ICPD Programme of Action. The representative added that his country was using a community needs-based approach focusing on decentralized, participatory planning in partnership with civil society. Quality of care, the delivery of essential reproductive health services and an effective monitoring system were being emphasized. The Government had initiated concerted efforts to advocate for the protection of the girl child. With the assistance of UNFPA, population concerns had been integrated with health concerns in programmes in several districts. The speaker noted that the integrated programme begun earlier as a cooperative project between UNFPA and the Government had become a model for cooperation with other bilateral and multilateral agencies thereby proving the importance of UNFPA as a leverage for other funds. He added that a strong adolescent reproductive health programme had been started with UNFPA support. The representative stated that with the decline in the Fund's resources there was the danger of losing the momentum gained. He noted that the allocation of UNFPA resources for the Asia and the Pacific region in 2000 was expected to decline from $91 million to less than $47 million . That decline would have an adverse effect on programmes. He urged all development partners to provide sufficient resources to UNFPA, at least around $400 million per annum.

148.Another delegation hoped that the decline in resources would be reversed in 2000. The representative noted that her country had made an additional contribution at the end of 1999 and planned to make a significant increase in its contribution in 2000. With regard to the work of the Executive Board, she underscored the importance of streamlining the workload and reduce the burden on UNFPA. Another delegation stated that it supported the idea of reducing the reporting requirements placed on UNFPA. She added that her country expected to make a significant voluntary contribution in 2000.

149.One delegation underscored the point that global contraceptive commodity security was vital and essential to achieving the goals of the ICPD Programme of Action and should be at the core of the Fund's activities. He stated that UNFPA should be a global champion for contraceptive commodity security. He was pleased that UNFPA had taken up the challenge in that regard and would build on the solid work of the Global Initiative on Reproductive Health Commodity Management and added that his country would continue to support the Global Initiative. He emphasized the importance of partnerships with agencies, NGOs and Governments and stated that UNFPA had a key role to play in defining the way forward.

150.Another delegation commended the work undertaken by UNFPA in its country and stated that the Fund's contributions had been an important factor in the progress achieved by many developing countries. The representative acknowledged the assistance of UNFPA and Sweden for the census undertaken in his country in the previous year. He underscored the Fund's support in such key areas in his country as HIV/AIDS prevention and promotion of gender equity and equality. He emphasized that the work of UNFPA had yielded tangible and visible results in his country. He noted that though the ICPD Programme of Action was taking root in many countries, the decline in resources posed a major challenge to the progress achieved.

151.The Executive Director thanked the delegations for their positive comments, in particular for the strong support expressed for the work of UNFPA. She fully concurred with the view expressed by the Executive Board members that there was an overriding need for mobilizing increased resources to enable UNFPA to continue assisting countries in implementing the ICPD Programme of Action and the key actions that emerged from the ICPD+5 review and appraisal.

152.In his response, the Deputy Executive Director (Policy and Administration), noted that he was touched and moved by the words of the Executive Director and those of the delegations. He expressed his deep gratitude and stated that whatever he had achieved in his 23 years of service was largely due to the support of the Executive Board members and his colleagues at UNFPA, UNICEF and UNDP. He thanked the Board for the trust it had placed in him and expressed appreciation for their support and guidance. Noting that UNFPA was one of the most efficient and effective organizations within the United Nations system, he requested the Executive Board to continue to support the work of the Fund.

VII. COUNTRY PROGRAMMES AND RELATED MATTERS

Intercountry programme

153.The Executive Board had before it the following documents: UNFPA intercountry programme, 2000-2003 (DP/FPA/2000/1), and review of the UNFPA intercountry programme, 1996-1999 (DP/FPA/2000/1/Add.1).

154.The Chief, Technical Branch, Technical and Policy Division (TPD), introduced the documents. He focused on the context, rationale, principles and linkages of the proposed new programme, 2000-2003, and noted that the specific outputs to be achieved by the programme were fully elaborated in section IV.D of document DP/FPA/2000/1. He pointed out that the proposed programme had been formulated bearing in mind the following: the Programme of Action of the International Conference on Population and Development (ICPD), particularly the key future actions identified in the ICPD+5 process; the programme priorities of UNFPA; a careful analysis of country needs; and a comprehensive review of the achievements of the previous programme and the lessons learned. In addition, the programme had been developed within the context of the global environment within which UNFPA worked that included United Nations reform, including various coordination processes; the follow-up to United Nations global conferences other than the ICPD, including the Fourth World Conference on Women (FWCW) and the World Summit for Social Development (WSSD); health and social sector reform processes at the country level, including sector-wide approaches (SWAps); and the increasing involvement of civil society organizations in development.

155.He underscored that the fundamental rationale of the programme was that certain needs of countries could be met most effectively and efficiently through outputs developed at the regional or interregional level. The process of developing those outputs, and the outputs themselves, also made a significant contribution to national capacity-building. He noted that the process of identifying country needs to be met through the proposed programme had been very inclusive. In addition to inputs from UNFPA headquarters and country offices, inputs had been sought from many development partners, including United Nations agencies, intergovernmental organizations and civil society organizations including foundations, universities, NGOs, as well as individual experts. He pointed out that the lessons learned from the previous programme, which had been taken into account in formulating the new programme, were delineated in section III of the document.

156.He added that the new programme had been developed using a results-based approach, clearly indicating the goals, purposes, and outputs, as well as the indicators that would be used to monitor them. Logical frameworks (logframes) for each of the regional and interregional sub-programmes were being developed and would be used both to monitor progress and to evaluate the programme outputs. He noted that mid-term reviews of sub-programmes and final evaluations of major areas of work would be carried out. Also, the Fund planned to arrange, from time to time during the next four years, informal briefings for the Executive Board members on the progress made in key areas of work. He stated that the proposed intercountry programme and the Fund's MYFF shared the same goals, and the expected outputs of the intercountry programme corresponded to the expected outputs in the MYFF. He noted that table 3 in document DP/FPA/2000/1 provided a number of examples of country needs and illustrated how those were met through outputs produced by activities funded at the regional or interregional level.

Finally, he drew attention to the proposed distribution of resources as delineated in tables 1 and 2 of the document. He concluded by noting that UNFPA intended to implement the new intercountry programme cautiously in the first year, in line with its current and evolving financial situation.

157.Several delegations expressed strong support for the intercountry programme, 2000-2003; noted its potential to contribute to development efforts at the country, regional and interregional levels; emphasized the sharing of programme results and outputs; and urged that adequate resources be provided for programme implementation. A number of delegations welcomed the frank and forthright discussion of lessons learned from the previous programme and were pleased to note that those lessons had been taken into account in preparing the new intercountry programme. Some delegations noted that the programme should have further highlighted such key areas as maternal mortality reduction; female genital mutilation; HIV/AIDS prevention, particularly how to reach young people before they became sexually active; SWAps; South-South cooperation; and follow-up to United Nations global conferences. One delegation noted that it would have welcomed greater attention being focused on adolescents, gender and the role of men in reproductive health. The same delegation stated that attention should also be focused on the demographic, social and economic impact of HIV/AIDS. A number of delegations stated that programme priorities should have been delineated more clearly in the document. One delegation stated that it would have preferred a more analytical document that focused on priorities, executing partners, funding levels, and programme results and impacts.

158.One delegation, while observing that UNFPA had scored some impressive successes under its previous intercountry programme, stated that it was pleased to note that institutional development support would be at the top of the agenda of the new programme. The representative added that in Africa that would clearly be the correct approach. He commended UNFPA for recognizing that forging effective partnerships with programme countries, NGOs and the private sector would be critical to the success of the programme. He stated that the value of such partnerships would be greater if policy-makers in programme countries had access to information networks that enabled them to take advantage of the opportunities offered by such partnerships, including, for example, South-South cooperation. He underscored the need for joint evaluations of programme activities and recommended that those evaluations be undertaken in partnership with programme countries. Noting that the issue of making the most of limited resources was in a way linked to access to education and learning, particularly in Africa, the speaker expressed the hope that UNFPA would enhance its role in SWAps. He supported the intention to fund comparative studies linking population and development to macroeconomic and sectoral issues. He also supported the focus on such cross-cutting issues as gender, adolescents, information, education and communication, HIV/AIDS, and reproductive health in emergency situations. He encouraged UNFPA to seek cost-sharing arrangements to support sub-programmes under the intercountry programme. He underscored the responsibility and role of the Executive Board in mobilizing core resources for UNFPA. He commended the bilateral donors and private foundations that had indicated their intention to contribute to the intercountry programme, and he urged the Executive Board members to increase their contributions to UNFPA.

159.One delegation, speaking also on behalf of two other delegations, commended the inclusive process of consultation that had been integral to the development of the intercountry programme. While noting that the intercountry programme had the potential for being in the forefront of policy development and could enhance cross-fertilization of best practices between regions, the speaker stated that it was difficult to identify how lessons learned from the previous programme had been translated into changes in approach in the new programme. She added that the strategic choices the Fund wished to make seemed unclear, and there appeared to be a mix-up among activities, inputs, outputs, outcomes and indicators. She asked how, for example, indicators such as life expectancy and school attendance could be used to judge the results of the interregional programme. Referring to issues such as gender mainstreaming and adolescents, she expressed the need for analysis on how those issues had fared under the previous programme before embarking on addressing the same issues under the new programme. She stated that given the Fund's current financial constraints and the substantial intercountry programme budget, additional details should be provided on how the funds would be spent. In view of those various concerns, she requested that UNFPA report back on progress to the Executive Board in 2001.

160.One delegation, while commending the document for its high quality and its frank review of problems and challenges, stated that there was a need for more focus on the Fund's involvement in the follow-up to United Nations global conferences other than the ICPD. The representative observed that there should be increased clarity about the new funding mechanism and the criteria for selecting executing agencies. The speaker stressed the need for the Fund to continue focusing special attention on unsafe abortion as a cause of maternal mortality, and on adolescents. The speaker also called on UNFPA to give further attention to addressing the problems of refugees, particularly those of women and girls, who frequently were the victims of gender-based violence. While noting the importance of information technology, the representative encouraged UNFPA to make greater use of it in disseminating the experiences, lessons and results of one country/region to others.

161.One delegation, while noting that the 20 per cent reduction in resources allocated to the new intercountry programme as compared to the previous programme was a practical response to the overall decline in resources, underscored that budget allocations should be made carefully to ensure maximum impact of outputs. In accordance with decision 99/21, the speaker requested regular reporting concerning any significant increase or shortfall in UNFPA resources. He also stated that the resources for the intercountry programme should be increased if there was an overall increase in UNFPA resources. While welcoming the plan to increase collaboration with NGOs, he noted the implicit risks and asked for additional information on the Fund's NGO accreditation process. Another delegation asked for information on how the programme was costed at $160 million and the basis of the proposed distribution of funds to the regional and interregional programmes. The speaker also asked for additional information on evaluations and stated that it would be useful to have a logframe providing quantitative and qualitative indicators.

162.One delegation expressed concern about the lack of visibility of the outputs of the intercountry programme. While observing that the programme budget of $160 million was quite high, the representative cautioned against drawing down from the Fund's operational reserve. The speaker asked for the final expenditure figure of the previous programme. With reference to the regional programme for Africa, he asked if there would be continued collaboration with the following institutions: Centre d'Etudes et de Recherche sur la Population pour le Développement (CERPOD), Institut de

Développement Economique et de Planification (IDEP), and Institut de Formation et de Recherches Démographiques (IFORD).

163. One delegation, speaking also on behalf of another delegation, noted that the intercountry programme had the potential to have a significant impact on the Fund's work in terms of, inter alia, synergy, national capacity-building, South-South cooperation and technology transfer. While noting that it had no difficulty with the rationale of the programme, the delegation underscored that in an environment of declining resources it was important to ensure that the programme was designed and implemented in ways which clearly demonstrated the value-added of the activities supported. The delegation stated that it would have some reservations in approving a four-year programme which, at $160 million, represented a significant investment of scarce resources. The representative noted that additional details were needed to reach an informed conclusion about programme priorities and expected outputs. He added that it was difficult to know exactly how the programme would be different as a result of the ICPD+5 key future actions and how opportunities would be maximized to take the key future actions forward. He observed that other than table 3, no disaggregated financial figures had been provided, and it was therefore difficult to obtain a picture of what proportion of funds would go, for example, to the publication of the report on the State of World Population, the global initiative for contraceptive security and UNFPA support for the WHO Special Programme of Research, Development and Research Training in Human Reproduction. He added that it was not always clear in the document where UNFPA was undertaking an activity itself and where it was providing funding to other agencies. The speaker pointed out the need for a more focused and transparent programme that identified specific programme activities and their costs. While noting the need for further detail, he stated that he did not consider it useful for the Executive Board to request all the logframes. He noted the need for monitoring and reporting on programme implementation. Regarding the criteria for the selection of executing agencies, he welcomed the intent to make greater use of local organizations rather than United Nations agencies and noted that that would contribute to building local capacity.

164. While commending the intercountry programme, one delegation stated that the programme had the potential to empower the countries with economies in transition in Eastern Europe and the Commonwealth of Independent States in meeting common problems and challenges such as the heavy reliance on abortion as a means of contraception; low contraceptive prevalence; and unprecedented demographic changes due to migration flows and falling birth rates. The speaker noted that given that the country programmes in her region were very modest, the intercountry programme would be very helpful in providing support for a common response in terms of shared strategies for reproductive health, population and development, and advocacy. She added that the establishment of a Country Technical Services Team for the region would play an important role towards that end. Another delegation, while noting that the intercountry programme was a central part of the Fund's work, stated that it would be useful for UNFPA to organize informal briefings, on a selective basis, on the subprogramme logframes. The speaker asked about the theme and launch date of the report on the State of World Population.

165. The Executive Director thanked the Executive Board members for their constructive comments. With regard to the comment that the outputs of the intercountry programme were not very visible, she concurred that more needed to be done to make those outputs and achievements visible. To that end, UNFPA was planning to organize informal

seminars for Board members on major areas of work supported under the intercountry programme, including outputs from the previous intercountry programme, as well as on the logframes of subprogrammes. She agreed with the representative who had suggested that there should be joint evaluations involving programme countries. In underscoring the importance of the intercountry programme, she noted that it focused on such key areas as eradication of harmful practices, including female genital mutilation; maternal mortality reduction; and HIV/AIDS prevention. Concerning the query on the next report on the State of World Population, she informed the Board that the theme was population and development with special emphasis on gender and poverty. She noted that the report would thus include a focus on key areas of the FWCW and WSSD. She added that the report was scheduled to be launched on 20 September 2000. The Executive Director reiterated the importance of the intercountry programme and stressed that it needed the support of the Board. She stated that a great deal of effort had been invested in the preparation of the intercountry programme, which was designed thematically on the basis of key priorities and the felt needs of countries. She noted that using the modality of requests for proposals would promote competition and lead to the delivery of better outputs.

166. The Deputy Executive Director (Programme) thanked the Executive Board members for their useful comments. She noted that priority-setting had been a key aspect of the 18-month consultative process between headquarters and country offices that had led to the preparation of the intercountry programme, 2000-2003. She stressed that the expressed needs of countries and the priorities of the ICPD Programme of Action and the ICPD+5 key actions had shaped the intercountry programme. Consequently, the programme emphasized reproductive health. She noted that indicators for the subprogrammes had been selected and were contained in the logframes. She observed that UNFPA was optimistic about non-core funding for the programme and expected to raise more than the $18 million indicated in the intercountry programme budget. She stated that in an effort to involve new partners in the intercountry programme and to improve the quality of outputs, UNFPA, in some cases, would use the mechanism of requests for proposals instead of simply relying on traditional partners. She hoped that that mechanism would enable UNFPA to widen the pool of its partners.

167. The Director, TPD, thanked the members of the Executive Board for their comments and noted that policy development was a key global aspect of the intercountry programme in which headquarters was involved. For example, population ageing was an important issue on which the programme would focus. The Government of Belgium was providing assistance in that area. He added that the intercountry programme would also support initiatives with the private sector in the area of reproductive health commodities. He observed that UNFPA was already actively involved in follow-up to the United Nations global conferences, particularly ICPD, FWCW and WSSD. He noted that UNFPA was a strong supporter of South-South cooperation, including the initiative on Partners in Population and Development, which was supported under the intercountry programme.

168. The Chief, Technical Branch, TPD, thanked the Executive Board members for their helpful and positive comments and suggestions. He appreciated the support expressed by a speaker for the important areas of partnerships; access and use of new information technology by policy-makers; evaluations undertaken in partnership with programme countries; and the Fund's role in SWAps. He noted that owing to limitations of space, the document perhaps had not elaborated on programme priorities and expected outputs. However, details of the goals, purposes and outputs were available in the logframes of the

sub-programmes. With regard to the comment concerning the life expectancy indicator, he said that it was an indicator for the overall goals identified; however, UNFPA would be responsible only for delivering the outputs, and the indicators for those were again identified in the logframes. He noted that UNFPA had available in separate documents analysis on many key areas supported under the previous programme, and that had been taken into consideration in designing the new intercountry programme. For example, best practices and lessons learned in the area of gender had been included in a programme advisory note produced by UNFPA on promoting gender equality. In response to one delegate's query, he confirmed that UNFPA was eager to expand its partnership and links with NGOs and noted that additional information requested on the NGO accreditation process would be provided to the delegation.

169. With regard to South-South cooperation, an issue raised by a number of representatives, he assured the Executive Board that it was embedded in all the sub-programmes though it might not have been explicit in the document. He stated that the Fund attached great importance to South-South cooperation, and most of the activities supported under the intercountry programme included the dimension of South-South cooperation. For example, through the global training programme, which promoted South-South cooperation, more than 900 people from over 100 countries had been trained and over 40 per cent of those trained had been women. With regard to the need to maintain internal coordination, he assured the Board that the Inter-Divisional Working Group established to develop the intercountry programme would continue to exist and would seek to ensure that links were maintained between the different parts of the programme during its implementation. He noted that follow-up to United Nations global conferences was an important aspect of the intercountry programme and it would certainly receive attention in programme implementation. He emphasized that maternal mortality reduction was a very important part of the intercountry programme and noted that UNFPA was currently negotiating with Columbia University, New York, a grant of $1.5 million to undertake work in the area of maternal mortality reduction. That grant was part of the $50 million that Columbia University had received from the Bill & Melinda Gates Foundation. He noted that management of unsafe abortion would be part of maternal mortality reduction, including through access to emergency obstetric care. He observed that UNFPA in collaboration with WHO and other partners was supporting advocacy, technical assistance and operational research on the reproductive health needs of migrants and people in emergency situations, with the aim of providing more effective assistance in post-conflict and emergency situations.

170. Concerning HIV/AIDS prevention, he observed that the demographic, social and economic impact of the HIV/AIDS epidemic were important areas where research was being supported. There was a need for knowledge, attitude and practice research in programme countries on the impact of providing sexual health education to enable young people to become more sexually responsible. He drew attention to the Fund's annual publication entitled *AIDS Update*, which highlighted information on UNFPA support for HIV/AIDS at the country, regional and global levels. He noted that UNAIDS would be providing a contribution of $2 million to UNFPA for activities to be conducted under the intercountry programme. In response to one representative's query, he pointed out that the details with regard to indicators and outputs at different levels were indeed available in the logframes and sub-programme frameworks. He agreed that, as suggested by another representative, some informal seminars and consultations would be organized to share that information with interested members of the Executive Board. With regard to the budgetary requirements of the intercountry programme, he noted that although $160

million was being requested for the four-year programme, programme implementation would be in line with the Fund's available resources. He observed that while the intercountry programme called for $18 million in non-core resources, it was expected that a higher level of resources would become available through co-financing modalities. He noted that thematic evaluations on specific aspects of the programme would be carried out in collaboration with the Fund's Office of Oversight and Evaluation (OOE), and regular evaluation activities would be budgeted as a line item in the budgets of the sub-programmes and component projects. He stated that UNFPA would provide further details to the Board on the priorities of the intercountry programme for 2000, and would provide an oral report on progress in implementing the programme after one year. He agreed that more needed to be done to raise the visibility of the intercountry programme and, in particular, that it was essential to make partner countries aware of the outputs of the programme and its value added.

171. The Executive Board approved the UNFPA intercountry programme, 2000-2003 (DP/FPA/2000/1), taking into account the comments of the Board as reflected in the report of the session.

Country programmes

172. The Executive Board had before it two proposed country programmes and one proposed country programme extension: Assistance to the Government of the Islamic Republic of Iran (DP/FPA/IRN/3); Assistance to the Government of Zimbabwe (DP/FPA/ZWE/4); and Request for Extension of and Additional Resources for the UNFPA Country Programme for Niger (DP/FPA/NER/EXT1). Since no requests for a separate discussion had been received, in accordance with decision 97/12, the Board approved without discussion the following country programmes and country programme extension: Assistance to the Government of the Islamic Republic of Iran (DP/FPA/IRN/3); Assistance to the Government of Zimbabwe (DP/FPA/ZWE/4); and Request for Extension of and Additional Resources for the UNFPA Country Programme for Niger (DP/FPA/NER/EXT1). Following the approval, the floor was opened for a general discussion.

173. The Permanent Representative of the Islamic Republic of Iran to the United Nations expressed his sincere appreciation to the Executive Board for the approval of the country programme. He extended his appreciation to the Executive Director, UNFPA staff in New York and in Tehran, and in particular the UNFPA Representative in the Islamic Republic of Iran. He recalled his country's successful cooperation with the Fund and reiterated his Government's firm commitment to reproductive health, family planning and the empowerment of women. While noting that the Islamic Republic of Iran had made major strides in achieving the objectives of the ICPD Programme of Action in the areas of literacy, health care and social development, he pointed out that many challenges remained. The country programme that had just been approved would assist in meeting those challenges. The country programme emphasized the provision of quality services to people in hard-to-reach areas and provinces and had been prepared taking into account the policies and priorities of the third five-year development plan and the key future actions that had emerged from the ICPD+5 review and appraisal. He listed a number of areas where more attention and work were needed: the promotion of South-South cooperation; sharing of lessons learned; the health-care needs of the refugee population in the Islamic Republic of Iran; participation of people in the management of local affairs; and capacity-building of local councils, including in the field of population policy and

reproductive health services. The Permanent Representative assured the Executive Board and UNFPA that his Government was fully committed to the successful implementation of the country programme. His country looked forward to the further expansion of cooperation with UNFPA and all interested donor countries.

174. The Deputy Permanent Representative of Zimbabwe expressed his profound gratitude to the Executive Board for the approval of the UNFPA-supported programme of assistance to the Government of Zimbabwe. He noted that the fourth country programme would go a long way in regaining some of the past achievements of the health sector which had been lost as a result of the HIV/AIDS epidemic. In particular, it would assist Zimbabwe in meeting its obligations in the area of population and development. He affirmed that his Government's long-term goals were in harmony with those of the ICPD Programme of Action. He stated that the financial and technical assistance provided by UNFPA had made critical contributions in such areas as women's reproductive health, family planning, integration of population education in the curricula of primary schools and teachers' colleges, capacity-building, and the strengthening of community-based distribution of contraceptives. He observed that specific goals of the national population policy included the provision of reproductive health services for all; gender equity; the integration of disadvantaged groups in mainstream development; and the promotion of adolescent health with a particular emphasis on reproductive health. He thanked the UNFPA representative in Zimbabwe and the following donors: Australia, Canada, Denmark, Japan, the Netherlands, Norway, Sweden, the United Kingdom and the United States of America. He underscored the need to ensure that resources for UNFPA programmes did not decline and urged the international community to provide the support needed.

175. The Permanent Representative of the Niger expressed his deep gratitude to the Executive Board and the Executive Director for the approval of the country programme extension. He paid a special tribute to the Executive Director for the valuable support that UNFPA provided to his country. He underscored the need to continue the country programme in the Niger in order to consolidate the achievements to date and to reach national goals. He affirmed his Government's commitment to implementation of the ICPD Programme of Action. He noted that the ratification of the Convention on the Elimination of All Forms of Discrimination against Women and the restoration of democracy had, inter alia, created an environment conducive to the implementation of the country programme and for the census which had been postponed. He expressed the hope that UNFPA and UNDP would play a lead role in mobilizing other donors to support the census. He informed the Board about his Government's approval of the candidate proposed by the Fund as UNFPA Representative for the Niger.

176. Two delegations took the floor to comment on the Zimbabwe country programme and to offer comments of a more general nature on the programming process. One delegation, while observing that Zimbabwe had come a long way with SWAps in the health sector, noted that although UNFPA supported those efforts at a policy level, it was unable to invest in the common basket of funds for the health sector and instead maintained a portfolio of a number of projects. Those projects were funded by a variety of donors which had varying and separate reporting requirements and that made for a great deal of additional administrative work for UNFPA, the Government and the donors. The representative added that that approach fragmented efforts and reduced programme impact. She stated that of the $18 million approved for the Zimbabwe country programme $10 million would be sought through non-core funding. However, any non-core funding from her country could only come out of the health-sector funds. That dilemma

underscored the need for the Executive Board to continue with the discussion on SWAps and to look at the rules and regulations so as to facilitate UNFPA participation in such health-sector funds. She reiterated the need for UNFPA to pursue consistently a programme rather than a project approach. She concluded by commending UNFPA for actively promoting reproductive health issues in the SWAp process and for the attention given to HIV/AIDS prevention.

177.Another delegation, while noting that it would informally share its detailed written comments with UNFPA, stated that it valued the Fund's emphasis on adolescent reproductive health and the efforts to build on the success of pilot programmes in Zimbabwe on post-partum and post-abortion care. The same representative stated that preliminary findings of the 1999 Demographic and Health Survey (DHS) for Zimbabwe would be available in early February and she encouraged the Fund to review the programme using the new data. With regard to Zimbabwe's classification as a category B country, she hoped that the overall deterioration in health and economic status in the past decade, which had particularly affected women's health, would be taken into consideration when UNFPA undertook its review of the resource allocation system. She stated that her delegation was increasingly concerned about the issue of contraceptive security. Noting that reproductive health depended on the timely supply and effective management of contraceptives and other reproductive health commodities, she stated that the donor community must be prepared to meet the demand for those commodities. In that regard, she requested that in the future all country programme documents submitted to the Executive Board should include a section briefly describing plans for meeting those needs, including which donors would provide commodities, and plans for increasing host country capacity for contraceptive security. She welcomed the Executive Director's earlier statement that UNFPA would be taking the lead in preparing a global strategy for supplying those commodities.

178.The Deputy Executive Director (Programme) thanked the delegations for their useful comments, including drawing attention to certain programming dilemmas such as core vs. non-core funding and cost-sharing. She noted that UNFPA had not yet found a mechanism for SWAps but continued to discuss and explore ways and means to participate in SWAps.

179,The Director, Asia and the Pacific Division, thanked the Executive Board for approving the country programme for the Islamic Republic of Iran. She expressed her appreciation to the Permanent Representative for his excellent overview of the programme in his country and for the kind words addressed to UNFPA. She stated that UNFPA looked forward to assisting the Government in its programme implementation.

180.The Director, Africa Division, expressed her appreciation for the excellent collaboration the Fund enjoyed with the Niger and Zimbabwe. She thanked the delegations of those two countries for their kind words on the work of UNFPA. She noted that although some difficulties had been encountered in programme implementation, good results had been obtained. She noted the request of one delegation that all future country programmes should have a section dealing with reproductive health commodities, particularly contraceptive requirements. She added that UNFPA would take into account the new DHS data for Zimbabwe. With reference to Zimbabwe's classification as a category B country, she noted that it would be reviewed in the context of the resource allocation review that had been requested by the Executive Board. With regard to the $10 million in non-core funding, she observed that the funds would be mobilized from private foundations. However, if the funds were not available, the activities outlined in paragraph 30 of DP/FPA/ZWE/4 would not be implemented. She thanked all donors for their support and urged them to increase their funding to UNFPA-supported programmes.

VIII. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

181. The Executive Board had before it the following documents: DP/FPA/2000/2, report on administrative and operational support costs reimbursed to UNFPA; DP/FPA/2000/3, report on revision of financial regulations; and DP/FPA/2000/5, report of the Advisory Committee on Administrative and Budgetary Questions.

182. The Deputy Executive Director (Policy and Administration) introduced the reports. With regard to the report on revision of financial regulations (DP/FPA/2000/3), he noted that UNFPA had proposed limited revisions to the financial regulations in order to clarify financial procedures and accountability. The revisions did not pose implications for the Fund's mandate; nor did they contravene or introduce new policy that had not been reviewed by or introduced to the Executive Board. The revisions were partly due to the changes introduced by UNFPA in its policies and procedures, including the introduction of the logical framework matrix and subprogramme approach. The broad parameters from which the revisions and additions had emanated included: the harmonization efforts within the United Nations system, mainly biennial support budget harmonization and the Procurement Working Group under the Common Services Task Force; the recognition of changes in UNFPA administrative and programme terminology and procedures; the desire to comply with the observations of the external auditors and the United Nations Office of Legal Affairs; and the need to reflect recent Executive Board decisions.

183. Concerning the ACABQ report, he noted that in response to the Committee's comments in paragraphs 6 and 10, UNFPA had prepared a table of the proposed revisions and provided explanations in support of the revisions. The table had been made available at the informal meeting held in the previous week and had also been distributed to the Executive Board. He assured the members of the Board that UNFPA was committed to the United Nations system efforts to harmonize terminology and consulted with its partner organizations, where appropriate, on the introduction of terminology. Having seriously considered the Committee's concerns with regard to the revised language contained in regulation 17.2, UNFPA was pleased to propose alternative wording that would harmonize it with that of UNDP regulation 16.05.

184. With reference to the report on administrative and operational support costs reimbursed to UNFPA (DP/FPA/2000/2), he noted that in addressing the Board's request, UNFPA had reviewed the history of the evolution of support cost reimbursement, including the policies and methodologies of partner organizations in the United Nations system. The Fund had reviewed the most recent documentation from the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations and the International Civil Aviation Organization. In addition, UNFPA consulted directly with its counterparts at those agencies, as well as with those at UNDP, United Nations Office for Project Services, World Health Organization, International Labour Organization and International Maritime Organization. The process had enabled UNFPA to develop a composite picture of how other agencies quantified and updated the costs of administrative and operational support (AOS) and how they determined the level at which they were reimbursed. It had also enabled UNFPA to develop a detailed description of the activities that comprised administrative and operational support services.

185. UNFPA had then addressed its own staff through a survey and workload analysis, which encompassed seven country offices with substantial trust-fund activities and all divisions within headquarters. The process led to the development of the workload matrix

and provided quantitative data on the amount of time spent by various staff in the execution of co-financing trust-fund projects. He highlighted the fact that there was a general consensus among both the country offices and headquarters divisions on the core functions that comprised project execution and the staff time involved, as illustrated in the workload analysis. The quantitative analysis also highlighted the fact that the level of administrative and operational support services provided by the country offices varied significantly based on the size of the office, the type of activities being executed, and the stage of implementation of the co-financing activities.

186.The quantitative analysis had costed the amount of time spent on execution of trust fund activities based on global average staff costs. The results confirmed the Fund's contention that the actual costs of project execution exceeded the rate of 7.5 per cent proposed for UNFPA-executed projects. However, the rate of 7.5 per cent reflected the Fund's commitment to the tripartite approach and acknowledged the intangible benefits that co-financing trust fund projects provided to the regular programme activities of UNFPA. In addition, the rate of reimbursement of 7.5 per cent compared favourably with the rates of other organizations within the United Nations system. The ACABQ, in its report, agreed that the AOS rate of 7.5 per cent recovered a reasonable proportion of the administrative costs associated with project execution. The Committee recommended that the Executive Board endorse the rate of 7.5 per cent, thus establishing the rate as the standard for UNFPA execution of projects funded from co-financing trust funds.

187.Several delegations took the floor to pay a tribute to the Deputy Executive Director (Policy and Administration). They noted with great appreciation his many contributions to the work of UNFPA and expressed regret at his impending departure to Japan. They wished him every success in his new undertakings

Report on revision of financial regulations (DP/FPA/2000/3)

188.During the discussion that followed, several delegations expressed appreciation for the additional information prepared by UNFPA and for the promptness with which it had been provided. Numerous delegations welcomed the clarifications that had been provided and appreciated the Fund's flexibility and willingness to make further amendments as suggested by members of the Executive Board. A number of delegations endorsed the proposed revisions of financial regulations. Several delegations drew attention to the important need to ensure that the Fund's regulations and procedures enabled it to participate in sector-wide approaches (SWAps), the UNDAF and joint programming. A number of delegations stressed the need for harmonization of the terminology used by the United Nations agencies. One delegation suggested that the United Nations Development Group (UNDG) provided a good forum for discussions on terminology harmonization. The same delegation wondered why UNFPA used the term "intercountry" while UNDP used the term "regional". The representative urged UNFPA and other UNDG partners to harmonize and simplify their terminology. Another delegation stated that with regard to the MYFF, UNFPA should employ the same terminology as was used by its partner United Nations organizations. The speaker felt that it was important that the Executive Board also harmonize the terminology it used when referring to specific administrative, budgetary and financial matters.

189.One delegation urged greater engagement with the ACABQ and regretted that the report of the ACABQ had not been available earlier. Another delegation stated that the ACABQ report had not been available in due time to enable full consideration by its national authorities. The speaker noted that although a number of explanations had been provided at the informal meeting in the previous week, several of his delegation's concerns remained. He made specific comments pertaining to the following regulations: 2.1 (I), 2.1 (K), 2.2 (A), 2.2 (C), 2.2 (F), 2.2 (N), 4.3, 4.9 - 4.11, 8.5, 14.1, and 17.2. The comments pertained mainly to usage and definitions of terms, including with reference to "implementation", "net budget", "material contribution", and included suggested amendments which were later provided to the secretariat.

190. One delegation stated that in the future the background, objectives and implications of proposed revisions should be included in the body of the document. Another delegation stated that it could endorse the proposed revision of regulation 17.2 if it was amended to specify that a project audit would take place at least once in the lifetime of every project. Similarly, it would be able to endorse regulation 4.11 if two amendments were included: (a) the addition of a ceiling on contributions from non-governmental sources; and (b) reporting to the Executive Board on the origin, amount and uses of those funds. The same delegation also suggested that in regulation 5.5 the wording "may require" be changed to read "require". One delegation asked if the Fund had a policy on write-offs and noted that there should be a formal procedure for such write-offs, including appropriate delegation of authority. The same delegation also asked for information on property procurement.

191. The Deputy Executive Director (Policy and Administration) expressed his deep appreciation for the personal tributes paid to him by the members of the Executive Board. He thanked the Executive Board for its strong support and guidance, which had enabled him to carry out the mandate of UNFPA. He noted with appreciation the warm collegiality of the Board members and reiterated his gratitude for their support.

192. The Director, Division of Finance, Administration and Management Information Services (DFAMIS), thanked the delegations for their constructive and useful comments and for the support expressed by them. He agreed on the important need to focus attention on SWAps, UNDAF and joint programming, including the need to look at UNFPA rules and procedures so as to enable and facilitate the Fund's participation in SWAps. In responding to the queries concerning terminology, he pointed out that all of the Fund's past legislation used the term "executing agency", hence that term had been retained and, furthermore, it was also the term used in the United Nations Accounting System Standards. Similarly, the term "material contribution" was being used by the Fund as per the definition in the United Nations Accounting System Standards. UNFPA used the term "intercountry" rather than the term "regional", because the term "intercountry" more accurately referred to programmes between countries in one or more regions. He concurred with the view that the harmonization of terminology was an important issue and that UNDG provided a good forum for those discussions. With regard to regulation 17.2 on the periodicity of project audits, he stated that UNFPA would harmonize with UNDP procedures, and would require an audit at least once in the lifetime of every project. He also agreed that UNFPA should keep the same MYFF terminology as other sister organizations.

193. With reference to one representative's comments on regulation 4.11, he noted that it would be acceptable to have a ceiling and UNFPA would report on the origin, amount and use of contributions from non-governmental sources. With regard to write-offs, be noted that the recommendation had come through the external auditors, particularly in connection with the need to close projects. He added that UNFPA would synchronize with

UNDP in that regard. He added that details on procurement were available in the UNFPA Financial Regulations and Rules and the Policies and Procedures: Administrative and Personnel Manual. With regard to the query on dispensing with the pledging conference, he noted that that would depend upon the United Nations General Assembly. He added that pledging could be done for more than one year.

Report on administrative and operational support costs reimbursed to UNFPA

194. During the discussion several delegations took the floor to endorse the standard rate of 7.5 per cent for reimbursement of AOS costs for UNFPA execution of co-financing trust-fund activities and stated that the proposed rate was reasonable. A number of delegations underscored that UNFPA should, however, be vigilant and should monitor and keep the matter under review to ensure proper cost-recovery. In particular, many delegations stated that core resources should not subsidize programme activities being funded by non-core resources. Some delegations pointed out that the real AOS costs were considerably higher than the 7.5 per cent being sought for reimbursement. One delegation noted that the issue of what was driving costs should be looked at. The same delegation stressed that the Fund's programme portfolio should not be fragmented into numerous small projects and noted that the Fund should make strategic choices in each country. The speaker asked if the scope of the Fund's mandate had broadened following the ICPD+5 review and appraisal. Another delegation asked for information about the cost structure and indirect costs not covered by the standard 7.5 per cent rate. One delegation, while requesting UNFPA to report regularly to the Executive Board on the matter of AOS costs, stated that a high rate for cost-recovery would reduce the attractiveness of non-core resources. The same delegation added that the only way to attract resources was to increase the cost-effectiveness of programmes.

195. In his response, the Deputy Executive Director (Policy and Administration) thanked the Executive Board members for their positive comments. Concerning the scope of UNFPA activities resulting from the ICPD+5 review and appraisal, he noted that the main focus of the Fund remained the same, i.e., population and development strategies; reproductive health, including family planning and sexual health; and advocacy. Following the ICPD, UNFPA had adopted a programme approach to avoid fragmentation of the portfolio into small projects. He stated that he fully concurred with the delegations that had underscored the need to monitor and keep under review the application of the standard rate of 7.5 per cent for reimbursement of AOS costs for UNFPA execution of co-financing trust fund activities. He added that the Fund would report back on it to the Board, at an appropriate time.

196. The Director, DFAMIS, thanked the delegations for their comments and queries. He noted that the issue of cross-subsidy had been discussed in detail at the ACABQ meeting and he drew attention to paragraph 4 of the report of the ACABQ, in which the Committee noted that the subsidization by regular resources was relatively small. He added that as the Fund's portfolio grew, the subsidy percentage would decrease. He noted that the Fund's mandate included helping to mobilize resources at the country level for the implementation of the ICPD Programme of Action. In fact, that was an important function that UNFPA performed. Responding to a query on indirect costs, he pointed out that as indicated in paragraph 16 of document DP/FPA/2000/2, indirect costs were not included in the recovery rate.. He agreed with the delegations that had stated that UNFPA should be vigilant and keep the AOS matter under review.

197. The Executive Board adopted the following decision:

2000/5. Revision to the United Nations Population Fund Financial Regulations

The Executive Board,

1. Approves the revisions to the United Nations Population Fund Financial Regulations as contained in document DP/FPA/2000/3, with amendments to regulations 2.1(k), 2.2C(ii), 2.2C(iv), 4.11, 5.5 and 17.2, as follows:

(a) Regulation 2.1(k): "implementing agency", if other than the executing agency, shall mean an entity engaged by and accountable to the executing agency to provide programme/project inputs and deliver programme/project outputs.

(b) Regulation 2.2C(ii): "co-financing" shall mean a resource mobilization modality through which contributions, as defined in 2.2C(iv), may be received in support of specified purposes consistent with the policies, aims and activities of UNFPA. These contributions may be in the form of cost-sharing or trust funds and shall be considered over and above the regular resources available for programmes.

(c) Regulation 2.2C(iv): "contribution" shall mean cash or in-kind resources received from a Government or intergovernmental institution; United Nations agencies; or non-governmental sources, including foundations or private sector organizations, as well as individuals. Contributions cover programme costs as well as programme support and management and administration costs.

(d) Regulation 4.11: The Executive Director shall report annually to the Executive Board on contributions above $100,000 received from non-governmental sources.

(e) Regulation 5.5: The Executive Director shall require reimbursement of managerial and support services costs associated with the management and administration of trust funds up to the amount authorized by the Executive Board.

(f) Regulation 17.2: The Executive Director shall ensure that, except for organizations of the United Nations system, executing agencies shall require their auditors to follow, to the extent feasible, the audit principles and procedures prescribed for the United Nations with respect to funds obtained from or through UNFPA, and shall ensure that each project is audited periodically as required by the Executive Director, but at least once in its lifetime.

2. Emphasizes the continuing need for organizing, well in advance of the appropriate Executive Board session, informal consultations with Board Members on proposed draft changes of financial rules and regulations, with a view towards ensuring that the proposed changes and the rationale are fully and clearly explained in an appropriate and useful format;

3. Recommends that the United Nations Population Fund seek, whenever feasible, the views of the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) on proposed changes of terminology in the Financial Rules and Regulations, with a view toward harmonization;

4. Encourages the United Nations Population Fund and the United Nations Development Programme to consult each other on the feasibility of developing a common regulation concerning contributions from non-governmental sources and to report to the Executive Board at its third regular session 2000;

5. Requests the Executive Director to keep the Financial Regulations under active review, including with regard to taking into account any adjustment that may facilitate the implementation of the United Nations Development Assistance Framework and to consult accordingly with members of the Executive Board.

28 January 2000

198. The Executive Board endorsed the standard rate of 7.5 per cent for reimbursement of AOS costs for UNFPA execution of co-financing trust-fund activities.

199. The Executive Board took note of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2000/5).

IX. TECHNICAL ADVISORY PROGRAMME 2000-2003

200. The Executive Board had before it a conference room paper on the establishment of a Country Technical Services Team (CST) office to cover the countries with economies in transition (DP/FPA/2000/CRP.1), submitted in response to paragraph 11 of decision 99/19 on the UNFPA Technical Advisory Programme, 2000-2003.

201. In introducing the paper, the Director, Division of Arab States and Europe (DASE), noted that the countries with economies in transition shared many population concerns which differed in nature from those of the countries in the Arab region and South Asia. Consequently, UNFPA had sought to establish a CST office that would focus exclusively on providing technical assistance to the countries with economies in transition and to Turkey. The problems faced by the 28 countries included: increased trends of maternal mortality and morbidity; reliance by women and young girls on abortion as a family planning method; rapid spread of sexually transmitted diseases in recent years, especially among young people; increased risk of HIV transmission resulting from unsafe sexual practices and injecting drugs; lack of adequate reproductive health information and services to address the needs of youth; low fertility and aging populations; and different forms of migration. She added that gender-based violence and discriminatory practices against women and young girls, including trafficking, had become serious problems that required the immediate attention of Governments and NGOs. She underscored that the Fund's multi-dimensional technical assistance would constitute a substantive contribution to the capacity-building efforts of the countries in the region. She noted that the staffing of the CST office would be met entirely from available resources by relocation of posts from the CSTs in Amman and Kathmandu. She observed that potential locations for the proposed CST office were carefully reviewed in accordance with the criteria delineated in the paper (DP/FPA/2000/CRP.1) and after due consideration of five options, it appeared that Bratislava, Slovakia, would be the most appropriate location for the CST office to cover the countries with economies in transition. The fact that Slovakia itself was a country with an economy in transition had played an important role in the selection.

202. During the ensuing discussion, several delegations took the floor to endorse the selection of Bratislava as the site of the CST office to cover the countries with economies in transition. Some delegations cited specific reasons for selecting Bratislava, including the fact that it represented a cost-effective choice; was located in the region to be served by the CST; offered good air and modern communication links with other countries in the region; and already had another United Nations regional office and a United Nations House. A number of delegations emphasized that the Executive Board should not engage in micro-management and that such matters as the one under discussion were best left to the Fund's management, in whom the Board had full confidence. One delegation, however, noted that it was appropriate to discuss such principles at a Board session. Another delegation stated that it strongly favoured country support teams and had been impressed by the work of the UNFPA CST operating in southern Africa. The delegation added that the CST to cover the 28 countries was small in size while the region was large, hence it would be essential for the CST to establish linkages with other institutions and organizations and to work in close collaboration with them, taking advantage of their capacities and areas of comparative advantage. The same delegation noted that in its view good air links did not constitute an important selection criteria. One delegation urged that support staffing in the CST office should be reviewed. Another delegation asked if, in view of the limited resources available, the Fund's intention was to provide technical expertise or access to reproductive health services. It further inquired whether the

establishment of the CST office would affect the level of UNFPA presence in the countries of the region.

203. The Permanent Representative of the Slovak Republic stated that his Government was honoured to offer its capital, Bratislava, as the site for establishing the CST office. He outlined the arguments in favour of the offer: (a) rent-free premises in the same building as the UNDP Regional Support Centre for Europe and the Commonwealth of Independent States; (b) low start-up and running costs would enable economic use of limited financial resources, for example, the basic indicator of administrative costs -- overhead cost per project or unit -- was only 4.58 per cent in the case of the UNDP Regional Support Centre as compared to the United Nations average of 10 per cent; (c) favourable geographic location in the heart of Europe and close proximity to the international airports in Vienna and in Bratislava; (d) good conditions for cooperation with governmental and non-governmental organizations, relevant to the work of UNFPA, established in Slovakia and Vienna, and technical possibilities for linkage and interconnections with other United Nations organizations and international institutions; and shared and/or similar needs and demands concerning population issues as the other countries in the region. The Permanent Representative added that the Slovak Government was ready to meet all requirements and provide all conditions necessary for a successful functioning of the UNFPA CST office and that once the Slovak Republic became a full-fledged member of OECD, as anticipated in the course of the year, it would be in a position to pledge financial resources to UNFPA.

204. The Deputy Executive Director (Programme) thanked the delegations for their constructive comments on the process and for endorsing the selection of Bratislava as the site of the CST office to cover the countries with economies in transition.

205. The Director, DASE, thanked the delegations for their useful comments and suggestions, which would help guide UNFPA. She assured the Executive Board that UNFPA would continue to maintain strong linkages with all the concerned agencies and organizations. She noted that in the countries with economies in transition, WHO and UNFPA were the main agencies working in the field of reproductive health. With regard to the staffing of the CST office, she pointed out that the posts were being relocated from an already reduced CST staffing plan. She underscored the increasing demand for technical services in the region. Concerning the issue of air links, she noted that it was important from the point of view of cost-savings and the saving of time.

206. The Executive Board took note of the selection of Bratislava, Slovakia, as the site of the UNFPA country technical services team office to cover the countries with economies in transition.

X. OTHER MATTERS

WHO/UNICEF/UNFPA Coordinating Committee on Health

207.The Executive Director presented an oral report on the outcome of the 2-3 December 1999 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health (CCH). The Executive Board also had before it, for background information, a conference room paper (DP/FPA/2000/CRP.2) containing the report of the meeting.

208.The Executive Director noted that the second meeting of the CCH had taken place at WHO headquarters at Geneva and had been attended by 16 members of the respective Executive Boards of WHO, UNICEF and UNFPA, representing all regions, the secretariat, and two observers from the World Bank and UNAIDS. She thanked the five UNDP/UNFPA Executive Board members from Botswana, Canada, Cuba, the Russian Federation and Thailand for their active participation in the discussions. She commended the collaborative process of the CCH. The ICPD+5 review and its outcome provided the main content for the discussion at the second meeting of the CCH. In her statement, the Director General, WHO, had noted the significance of the ICPD +5 consensus, and the commitment of WHO to partnership within the United Nations system through the UNDAF process. The Executive Director, UNICEF, had indicated that significant progress was within reach on all issues to be discussed and expressed the view that by focusing on fewer topics in future sessions, the collaborative process would be enhanced.

209.In her opening statement to the CCH meeting, the Executive Director, UNFPA, had welcomed the growth in coordinated programming at the country level, both in terms of content and timing. She had reminded participants of the paragraphs of the ICPD+5 "Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development" (General Assembly resolution S-21/2) that referred to the specific roles of United Nations agencies, as they were of particular relevance to the discussions of the CCH. She had highlighted the benchmark indicators contained in the document for education, access to reproductive health services, family planning, maternal mortality, and HIV/AIDS, as well as the need to strengthen mechanisms for collaboration at the country and international levels, not only among United Nations agencies but also with NGOs and the private sector. The CCH had discussed coordination of the follow-up to ICPD+5 in areas such as the analysis of data and the development of new indicators, and the framework for national health accounts developed in collaboration with the OECD and the World Bank.

210.She noted that a major item of the discussions was the issue of maternal mortality. There was a clear commitment to help countries achieve the ICPD+5 goals. The discussion focused on the policy shift towards improving care at childbirth, including the management for obstetrical emergencies, and the provision of quality family planning services as the main effective intervention to prevent maternal deaths and disabilities. That consensus was recently highlighted when the Joint Statement on Reduction of Maternal Mortality was published last October by WHO, UNFPA, UNICEF and the World Bank. Building on its experience in addressing the unmet need for family planning, UNFPA would continue to address the unmet need for essential obstetric care, within the framework of reproductive health in all countries. UNFPA would also be working in a number of countries with Columbia University's Averting Maternal Death and Disability Programme, which was funded by the Bill & Melinda Gates Foundation. The Fund would also continue to implement preventive actions, such as preventing too early pregnancies and improving the nutritional status of girls and women, notably through the introduction of a multiple micro-nutrient supplement, an area where the CCH recommended a more active collaboration between WHO, UNICEF and UNFPA.

211. In the area of adolescent health and development, the ongoing fruitful cooperation between a large number of partners including WHO, UNFPA and UNICEF helped in raising the strength as well as the quality of each partner's contribution. The need for expanding the coverage of adolescent health and development programmes, including reproductive and sexual health, was discussed, as was the need for improving evaluation through a limited set of indicators. The CCH recommended the development of a practical tool to operationalize the existing joint programming framework. It was noted that the issues of parenting and community actions to address adolescents' specific needs should be included in the policy discussions, and concrete recommendations for action should be made.

212. She noted that the CCH had a role in the critical assessment of projects aimed at reducing mother-to-child transmission of HIV/AIDS through the administration of short-course anti-retroviral treatment. Beyond implementation and monitoring of pilot projects in eight countries, the CCH endorsed the global inter-agency initiative launched in 1998 by WHO, UNICEF and UNFPA with UNAIDS. Through the initiative, coordinated mechanisms were being enhanced. UNFPA in particular promoted counselling and testing as a right for all girls and women, before they become mothers, and noted the risk of stigmatization of mothers enrolled in these programmes. The CCH had also touched upon the relationships with the private sector, recommending that negotiations with industry be continued in order to increase the availability of low cost anti-retroviral drugs.

213. The interrelationship between global policy development and country-level action was at the centre of the CCH discussions. For example, much benefit could be gained from the experience of AIDS theme groups, and the CCH had recommended that the three secretariats explore the feasibility of establishing maternal health theme groups, as well as adolescent health and development theme groups, both as subsets of health theme groups. Those multisectoral theme groups should prepare a coordinated action plan to ensure streamlining of various initiatives, more effective programme implementation, and assistance to Governments in their efforts to raise the resources needed to achieve the objectives of the plan. In the area of immunization, the CCH discussed the impact of vertical activities on routine immunization services. The evidence supported a strengthening of health services, mostly through the development of integrated surveillance systems. The meeting had concluded that providing support to countries for strengthening the financing of basic health services was crucial.

214. The Executive Director noted that the next meeting of the CCH would review progress towards implementing the recommendations of the 1999 meeting. The only other topic for discussion would be sector-wide approaches (SWAps) on issues of common interest, such as adolescent health and development and maternal mortality reduction and their linkages with the strengthening and financing of health systems. Members from the respective Executive Boards would be encouraged to describe the experiences of their own countries, both with regard to SWAps and the collaboration amongst donors, NGOs and the Government. The meeting would take place early in 2001, in New York. The Executive Director underscored the importance of the CCH and affirming the commitment of UNFPA to the CCH process.

215.During the ensuing discussion, a number of delegations took the floor and welcomed the functioning of the CCH and its focus on results and hoped that it would lead to practical partnerships with others. One delegation, speaking also on behalf of another delegation, welcomed the common format of the reports and asked what mechanisms were in place to circulate the reports and to translate the CCH conclusions into action, particularly at the country level. The representative noted that UNFPA had a key role to play in the area of adolescent reproductive health and contraceptive security and welcomed the Fund's leadership in ensuring that SWAps were placed on the agenda of the CCH. She appreciated the focus on such issues as sexually transmitted diseases, mother-to-child transmission of HIV, and gender equity and equality, and stated that the Canadian International Development Agency had prepared gender guidelines, which could be provided to the CCH. She asked about the nature of the Fund's involvement in immunization and about the practical outcomes expected from the theme groups. Another delegation agreed with the emphasis of the CCH on maternal mortality reduction and adolescent reproductive health and stated that increased collaboration in those areas was very important.

216.One delegation, while noting that the CCH represented a major step at the level of the respective Boards, stated that continuity of membership was a problem. The same delegation expressed concern about the new Maternity Protection Convention of ILO and stressed that it should not be a step backwards for maternal and child health, adding that the issue of breastfeeding was an integral part of the discussion about mother-to-child transmission of HIV. The delegation urged UNFPA to work with ILO on the new Convention. Another delegation, while stating that the CCH covered an impressive range of issues, noted its concern about the breadth of the agenda and the possible imbalance towards reproductive health issues. The representative recommended paring down the agenda to four or five issues of shared concern and a focus on country-level impact. She observed that the experience with HIV/AIDS theme groups had been uneven and their success depended on the inclusion of other donors outside the United Nations system and the involvement of the Government of the host country and other stakeholders. Underlining the importance of benchmark indicators in the area of reproductive health, she welcomed the decision that WHO would convene a meeting on that topic. She added that representatives from developing countries and implementing agencies should be included in that meeting. With regard to polio eradication, she observed that the evidence was mixed and urged that funds be spent in a way to maximize impact.

217.In her response, the Executive Director noted that the CCH had already decided to narrow down its agenda to areas of mutual interest. The next meeting would focus on sector-wide approaches, mother-to-child transmission of HIV, the financing and strengthening of health systems, and newly emerging diseases. She observed that the subject of theme groups had been discussed and while recognizing that there might be an overload at the country level, it was also affirmed that there was an important need to coordinate joint action on priority issues, particularly in countries where maternal mortality was high and adolescent health problems were severe. She added that the issue would be explored and the results would be reported. She agreed that it was essential for the national Government and other development partners to be involved in the AIDS theme groups and concurred that the experience to date with the AIDS theme groups had been uneven. With reference to the query on immunization, she noted that UNFPA was involved in the maternal and neonatal tetanus initiative particularly in the areas of safe birth kits and injection safety. With regard to the Maternity Protection Convention, she stated that the CCH member-agencies had agreed to write individually to ILO and the issue could also be taken up at the meeting of the Administrative Committee on Coordination. Concerning mother-to-child transmission of HIV, she noted that WHO had prepared guidelines regarding information on breastfeeding that should be provided to all pregnant women.

218. With regard to inter-agency collaboration at the country level, she urged the Executive Board members to investigate and assess the collaboration among United Nations agencies in their respective countries and to do so well before the next CCH meeting in 2001 so that the CCH could obtain a better idea of the situation at the country level. She added that the CCH information was disseminated among secretariat staff and that the secretariats of the three member-agencies carried out consultations on technical issues as follow-up to the CCH conclusions and findings. Meanwhile, a more practical need was to find out how the collaboration was functioning at the country level. She observed that with the move to regional technical teams, it might be useful to explore the possible value added by an inter-agency regional team that could focus on priority themes using the expertise of each agency. She added that UNFPA had experimented with this approach in Nepal in partnership with UNICEF. Also, all UNFPA gender advisers were now under the overall umbrella of UNIFEM. She concurred with the view that adolescent reproductive health and maternal mortality reduction were key areas in which the United Nations agencies must collaborate.

219. The Executive Board took note of the oral report on the outcome of the 2-3 December 1999 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health and the report of the meeting, as contained in DP/FPA/2000/CRP.2.

Address by Chairman of the Development Assistance Committee of the Organisation for Economic Co-operation and Development

220. The Chairman of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC), addressed the Executive Board on 26 January. A copy of the highlights of the 1999 Development Cooperation Report was distributed to the Board. The report had stressed three key strategies for development cooperation in the broadest sense: partnership, governance and policy coherence. Of particular note was the finding that the decline in official development assistance (ODA) had been halted in 1998, with the ODA of DAC members rising by $3.6 billion, or 9.6 per cent in real terms. The shortfall in ODA over the period 1992-1997 had been considerable and it might not be unjustified to believe that the lack of resources had played a role in the modest amount of progress recorded with regard to development. In 1999, however, the outlook was more promising, with emphasis on the implementation of the goals of development partnership. He underlined the importance of the UNDAF and cooperation among the United Nations, the World Bank and UNDP at the country level.

221. The Minister of Health of Botswana expressed gratitude for the assistance provided to her country. She underscored the high levels of poverty in southern Africa that were exacerbated by HIV/AIDS. That was a particularly difficult issue for those southern African countries which carried a high debt burden, making it difficult for them to be viable trading partners with their neighbours. In that regard, she urged all countries to write off debt to the most highly indebted developing countries.

222.One delegation noted that his Government had increased its ODA in 1998 by 14 per cent, at a time when its gross domestic product had zero growth. The speaker also emphasized the importance of work on indicators, an area in which UNDP had cooperated with OECD/DAC.

223.Another delegation raised a query regarding the process in the OECD/DAC on discussions concerning development financing, currently a key topic at the United Nations.

224.The Chairman of OECD/DAC noted that the ODA/GNP ratio had fallen to about 0.25 per cent in the 1990s, well below the 0.33 per cent average maintained in the 1970s and 1980s. In 1997, the lowest point of 0.21 per cent had been reached. That was some $20 billion per annum less than aid would have been had the previous level of effort been maintained. As stated, 1998 had been a turning point, and it was hoped that there would be further improvements in 1999. He emphasized the importance of joint work among multilateral organizations in the development of indicators. While the debt problem remained severe for many countries, he stated that the heavily indebted poor countries initiative had been a watershed event in bilateral-multilateral cooperation aimed at reducing the debt burden of the most heavily indebted countries to a sustainable level. In response to the query raised, he informed the Board that the OECD/DAC ministerial meeting in May 2000 would be devoted to the subject of development finance, including discussion of the roles of the private sector, microcredits and small enterprises. A seminar would be convened in late March 2000 to prepare for the ministerial meeting.

Closing remarks

225.The Chief, Executive Board Branch, highlighted the key points of the Executive Director's closing statement and noted that the Executive Director had been unable to attend the last meeting of the session because of another engagement, however, she had asked him to convey to the Board her sincere appreciation for the candid and open discussion and for the constructive guidance provided by the Board. UNFPA depended on the Board's leadership in ensuring both the substantive direction and financial resources required and expected of UNFPA. The Executive Director thanked the Executive Board members for being the Fund's key advisers and defenders.

226.With reference to the challenges that the workload related to the Executive Board brought to a small organization like UNFPA, he said that the Executive Director hoped that significant progress could be made in rationalizing and streamlining the work of the Board. The Chief said that the Executive Director had asked him to thank the Board for approving the intercountry programme. UNFPA had taken careful note of the comments and suggestions of the Board and would take them into account in implementing the intercountry programme. She also wished to convey her thanks to the many delegations that had expressed their support for the UNFPA partnership initiative in the critical area of contraceptive and reproductive health commodity security. She further thanked the Board for approving the financial regulations and for the careful review and support for all the other items on the agenda of the UNFPA segment.

227.The Chief also drew attention to the Executive Director's strong plea for increased resources for UNFPA in the year 2000. The goal for UNFPA for the year was $400 million, at the very minimum, to keep up the implementation of the ICPD Programme of Action. Never before had there been such a convergence of international agreement on what to do, of years of programme experience on what worked and what did not and why, and of commitment to move forward with implementation of programmes. That unique opportunity must be seized and not missed.

228. The Director of the Bureau for Resources and Strategic Partnerships of UNDP, on behalf of the Administrator, thanked the Board for its tremendous efforts and work in connection with the decision on the Business Plans 2000-2003, which was of great importance to UNDP. The support to the Administrator's initiative was greatly appreciated. UNDP was particularly grateful to the President and the Vice Presidents for their extensive efforts over the past week. He recognized with appreciation those delegates for whom this was the last Board session: Mr. Yuan Lunxiang (China), Ms. Anneli Vourinen (Finland), Mr. David Prendergast (Jamaica) and Ms. Arunrung Phothong (Thailand).

229. The President thanked all for the support that had led to a successful outcome of the session, as well as the Secretariat, conference officers and interpreters for their contributions.

230. The Executive Board concluded its work by adopting the following decision:

2000/6. Overview of decisions adopted by the Executive Board at its first regular session 2000

The Executive Board

Recalls that during the first regular session 2000, it:

ITEM 1: ORGANIZATIONAL MATTERS

Elected the following members of the Bureau for 2000:

President:	H. E. Mr. Vladimir Galuška (Czech Republic)
Vice President:	H. E. Mr. Gert Rosenthal (Guatemala)
Vice President:	Mr. Tetsuo Kondo (Japan)
Vice President:	Mr. Mathe Matthews Diseko (South Africa)
Vice President:	Mr. Le Hoai Trung (Viet Nam)

Approved the agenda and work plan for its first regular session 2000 (DP/2000/L.1) as orally amended;

Approved the reports of the annual session 1999 (DP/1999/28) and of the third regular session 1999 (DP/2000/1);

Approved the annual work plan 2000 for the UNDP/UNFPA Executive Board (DP/2000/CRP.1) as orally amended;

Agreed to the following schedule of future sessions of the Executive Board in 2000:

Second regular session 2000:	3-7 April 2000
Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	11-15 September 2000

Agreed to the following tentative schedule of future sessions of the Executive Board in 2001:

First regular session 2001:	[22 January-2 February 2001 or 29 January-10 February 2001]
[Second regular session 2001:	19-23 March 2001]
Annual session 2001:	14-25 May 2001 (New York)
Third regular session 2001:	10-14 September 2001

Agreed to the subjects to be discussed at the second regular session 2000 of the Executive Board, as listed in the tentative agenda and workplan contained in the annex to the present decision;

UNDP SEGMENT

ITEM 2: BUSINESS PLANS, 2000-2003

Adopted decision 2000/1 of 28 January 2000 on the Administrator's Business Plans, 2000-2003;

Took note of the report on the comprehensive assessment of the UNDP 2001 change process (DP/2000/3);

ITEM 3: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Approved the first country cooperation framework for Liberia (DP/CCF/LIR/1);

Took note of the following extensions of country cooperation frameworks:

First extension of the country cooperation framework for Angola	DP/CCF/ANG/1/EXTENSION I
First extension of the country cooperation framework for Mauritius	DP/CCF/ MAR/1/EXTENSION I
First extension of the country cooperation framework for Seychelles	DP/CCF/SEY/1/EXTENSION I
First extension of the country cooperation framework for Swaziland	DP/CCF/SWA/1/EXTENSION I

First extension of the country cooperation framework for Indonesia	DP/CP/INS/5/EXTENSION I
First extension of the country cooperation framework for the Republic of Korea	DP/CCF/ROK/1/EXTENSION I
First extension of the country cooperation framework for Belarus	DP/CCF/BLR/1/EXTENSION I
First extension of the country cooperation framework for Bosnia and Herzegovina	DP/CCF/BIH/1/EXTENSION I
First extension of the country cooperation framework for Bulgaria	DP/CCF/BUL/1/EXTENSION I
First extension of the country cooperation framework for Croatia	DP/CCF/CRO/1/EXTENSION I
First extension of the country cooperation framework for the Czech Republic	DP/CCF/CZE/1/EXTENSION I
First extension of the country cooperation framework for Estonia	DP/CCF/EST/1/EXTENSION I
First extension of the country cooperation framework for The former Yugoslav Republic of Macedonia	DP/CCF/MCD/1/EXTENSION I
First extension of the country cooperation framework for Georgia	DP/CCF/GEO/1/EXTENSION I
First extension of the country cooperation framework for Hungary	DP/CCF/HUN/1/EXTENSION I
First extension of the country cooperation framework for Latvia	DP/CCF/LAT/1/EXTENSION I
First extension of the country cooperation framework for Lithuania	DP/CCF/LIT/1/EXTENSION I
First extension of the country cooperation framework for Malta	DP/CCF/MAT/1/EXTENSION I
First extension of the country cooperation framework for Poland	DP/CCF/POL/1/EXTENSION I
First extension of the country cooperation framework for the Republic of Moldova	DP/CCF/MOL/1/EXTENSION I
First extension of the country cooperation framework for the Russian Federation	DP/CCF/RUS/1/EXTENSION I
First extension of the country cooperation framework for Slovakia	DP/CCF/SLO/1/EXTENSION I
First extension of the country cooperation framework for Slovenia	DP/CCF/SVN/1/EXTENSION I
First extension of the fifth country programme for Turkey	DP/CP/TUR/5/EXTENSION I
First extension of the country cooperation framework for Ukraine	DP/CCF/UKR/1/EXTENSION I
First extension of the country cooperation framework for Saint Helena	DP/CCF/STH/1/EXTENSION I
First extension of the regional cooperation framework for Europe and the Commonwealth of Independent States	DP/RCF/REC/1/EXTENSION I

Took note of the following country reviews:

First country review report for Bangladesh (DP/CRR/BGD/1)
First country review report for Botswana (DP/CRR/BOT/1)
First country review report for China (DP/CRR/CPR/1)
First country review report for Kazakhstan (DP/CRR/KAZ/1)
First country review report for Kyrgyzstan (DP/CRR/KYR/1)
First country review report for Viet Nam (DP/CRR/VIE/1)

Adopted decision 2000/2 of 25 January 2000 on assistance to East Timor;

ITEM 4: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 2000/3 of 26 January 2000 on regular funding and cash-flow management;

Adopted decision 2000/4 of 28 January 2000 on the revised Financial Regulations and Rules;

UNDP/UNFPA SEGMENT

ITEM 5: IMPLEMENTATION OF RECOMMENDATIONS OF THE BOARD OF AUDITORS

Took note of the UNDP report on implementation of recommendations of the Board of Auditors for the biennium 1996-1997 (DP/2000/6);

Took note of the UNFPA report on follow-up to the report of the Board of Auditors for 1996-1997: Status of implementation of recommendations (DP/FPA/2000/4);

ITEM 6: FIELD VISITS

Took note of the report of the field visit to Bulgaria and Georgia (DP/2000/CRP.2);

UNFPA SEGMENT

ITEM 7: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the following country programmes:

Assistance to the Government of the Islamic Republic of Iran (DP/FPA/IRN/3);
Assistance to the Government of Zimbabwe (DP/FPA/ZWE/4);

Approved the extension of and additional resources for the UNFPA country programme for Niger (DP/FPA/NER/4/EXT.1);

Approved the UNFPA intercountry programme, 2000-2003 (DP/FPA/2000/1), taking into account the comments of the Board as reflected in the report of the session;

Took note of the review of the UNFPA intercountry programme, 1996-1999 (DP/FPA/2000/1/Add.1);

ITEM 8: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Endorsed the standard rate of 7.5 per cent for reimbursement of administrative and operational support costs for UNFPA execution of co-financing trust-fund activities;

Adopted decision 2000/5 of 28 January 2000 on the revised UNFPA Financial Regulations;

Took note of the Report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2000/5);

ITEM 9: TECHNICAL ADVISORY PROGRAMME, 2000-2003

Took note of the selection of Bratislava, Slovakia, as the site of the UNFPA country technical services team office to cover countries with economies in transition;

ITEM 10: OTHER MATTERS

Took note of the oral report on the outcome of the 2-3 December 1999 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health and the report of the meeting, as contained in DP/FPA/2000/CRP.2;

28 January 2000

Annex

SECOND REGULAR SESSION (3-7 APRIL 2000)

Item 1	**ORGANIZATIONAL MATTERS**
DP/2000/L.2	Provisional agenda, annotations, list of documents
DP/2000/9	Report of the first regular session 2000
DP/2000/10	Decisions adopted at the first regular session 2000
	UNFPA SEGMENT
Item 2	**UNFPA: SECTOR-WIDE APPROACHES**
DP/FPA/2000/CRP.3	UNFPA involvement in sector-wide approaches
Item 3	**UNFPA MULTI-YEAR FUNDING FRAMEWORK**
DP/FPA/2000/6	UNFPA: Report on multi-year funding framework
Item 4	**FUNDING COMMITMENTS TO UNFPA**
DP/FPA/2000/CRP.4	Report on funding commitments to UNFPA
	JOINT UNDP/UNFPA SEGMENT
Item 5	**REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL**
DP/2000/11	UNDP: Report to the Economic and Social Council
DP/FPA/2000/7	UNFPA: Report to the Economic and Social Council
	UNDP SEGMENT
Item 6	**BUSINESS PLANS**
DP/2000/14	Sharing new ground in post-conflict situations: The role of UNDP in reintegration programmes
DP/2000/18	Role of the United Nations Development Programme in crisis and post-conflict situations

Item 7	**REPORT ON FUNDING COMMITMENTS TO UNDP**
ORAL	Report on emerging results of the multi-year funding framework
DP/2000/CRP.6	Report on funding commitments to the United Nations Development Programme
Item 8	**EVALUATION OF THE RELATIONSHIP BETWEEN UNOPS AND UNDP**
DP/2000/13	Evaluation of the relationship between the United Nations Office for Project Services and the United Nations Development Programme
Item 9	**COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS**
DP/2000/12	Assistance to the Republic of the Congo: Note by the Administrator
DP/2000/16	Assistance to Afghanistan: Note by the Administrator
DP/2000/17	Earmarkings for the target for resource assignments from the core for 2000-2003
DP/CF/TCDC/1/EXT.I	First extension of the cooperation framework for technical cooperation among developing countries
DP/RCF/RLA/1/EXT.I	First extension of the first regional cooperation framework for Latin America
DP/CCF/ANG/1/EXT. I	First extension of the country cooperation framework or Angola
DP/CCF/KYR/2	Second country cooperation framework for Kyrgyzstan
DP/CCF/ZIM/2	Second country cooperation framework for Zimbabwe
DP/CRR/CMB	First country review report for Cambodia
DP/CRR/UZB/1	First country review report for Uzbekistan
DP/CRR/ZIM/1	First country review report for Zimbabwe

Item 10	**UNIFEM**
DP/2000/15	UNIFEM: Strategy and Business Plan 2000-2003
Item 11	**OTHER MATTERS**

TENTATIVE WORK PLAN
EXECUTIVE BOARD OF UNDP/UNFPA
SECOND REGULAR SESSION 2000
(3 TO 7 APRIL 2000)

DAY/DATE	TIME	ITEM	SUBJECT
MONDAY 3 APRIL	**A.M.**	1	Organizational matters: election of the Bureau; agenda and work plan; reports on the first regular session 2000
		3	UNFPA: Multi-year funding framework
	P.M.	3	UNFPA: Multi-year funding framework (continued)
		5	Reports to ECOSOC
TUESDAY 4 APRIL	**A.M.**	7	UNDP: Funding commitments to UNDP
	P.M.	4	UNFPA: Funding commitments to UNFPA
WEDNESDAY 5 APRIL	**A.M.**	6	UNDP: Business plans - Role of UNDP in crisis and post-conflict situations - Evaluation: Sharing new ground in post-conflict situations: Role of UNDP in reintegration programmes
	P.M.	8	Evaluation of relationship between UNOPS and UNDP
THURSDAY 6 APRIL	**A.M.**	9	UNDP: Country cooperation frameworks and related matters
	P.M.	10	United Nations Development Fund for Women
FRIDAY 7 APRIL	**A.M.**	2	UNFPA: Sector-wide approaches
	P.M.	11	Other matters
			Pending decisions
		1	Organizational matters

JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP/UNFPA AND UNICEF, WITH THE PARTICIPATION OF WFP

XI. UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK PROCESS IN INDIA

231.The President of the UNICEF Executive Board opened the joint meeting. He informed the Boards that a presidents' statement would be circulated later in the week. The Secretary of the Planning Commission of the Government of India introduced the United Nations Development Assistance Framework (UNDAF) for India. He noted that the UNDAF could engender far-reaching changes in the manner in which the United Nations system functioned in India, which could improve both its effectiveness and the recognition it received. The process of developing the UNDAF had been one of close collaboration between the United Nations system and the Government. He underlined that the primary objectives included in the UNDAF represented the collective decisions of a wide range of government agencies, including the Planning Commission, which had served as the focal point.

232.The UNDAF for India had two main objectives, gender equality and decentralization, both critical elements of the Government's ninth five-year plan. The objectives were chosen for their relevance to United Nations agency mandates and were determined to be precise enough to give adequate focus in programme design, implementation and evaluation. He noted that in addition to the Government, such stakeholders as civil society organizations, academic institutions and businesses had been involved.

233.With regard to gender equality, a targeted approach to the physical and economic welfare of women was required, reinforced at every possible point by the society at large and development agencies. For the objective of decentralization, accountability was a key element, in which localized services needed to include delivery that was accountable to the people who were served.

234.The United Nations Resident Coordinator/UNDP Resident Representative in India cited the 50 years of United Nations system cooperation with the Government, which had addressed a range of development priorities. She noted that the Minister of External Affairs of India had recently made a plea for development to be the cross-cutting theme of the United Nations, and he called for strengthening the United Nations development system. India itself had reached many development milestones, she underlined, with the United Nations development system contribution constituting less than 6 per cent of ODA, which in turn was only a fraction of India's total development effort. In that regard, the United Nations system contribution could be seen more in terms of ideas, exchange of expertise and pilot projects which had been widely replicated. United Nations organizations were already working closely with the Government on the two objectives of the UNDAF. It was believed that greater synergy among the organizations would bring greater effectiveness.

235.The UNFPA representative in India described the process of developing the UNDAF, beginning with the establishment of a task force in 1997. Gender equality was selected as the first objective, as it cut across the work of all United Nations organizations and required a holistic approach, which included the Government, NGOs and other partners. A workshop held in early 1999 identified decentralization, a process that had been growing in importance in India since 1992, as the second focus area for the UNDAF.

Decentralization was also seen as a means to correct gender imbalances and promote women's empowerment. As a next step, the goals to be achieved in gender equality were defined: (a) renegotiation of gender relations within the household and the community; (b) greater access and control over resources by women; (c) expanded participation of women in all spheres, including reproductive decisions, political institutions and the market place; and (d) greater discussion and dialogue on policies and legislation on equal rights for men and women. As regards decentralization, the following focus areas were defined: (a) participation in decision-making by the least advantaged groups, including women; (b) enhanced effectiveness and efficiency in the delivery of basic social services as a result of community management; and (c) greater transparency and accountability of local government programmes.

236.The World Food Programme (WFP) representative in India discussed the operational objectives of the UNDAF process, noting that the United Nations system had more organizations in India than in any other country and covered a wider range of mandates. The UNDAF process would facilitate harmonization of programming cycles and operational procedures among the United Nations organizations and with the Government. As a first step in operationalizing the UNDAF, areas of collaboration were identified. With regard to gender equality, it was determined that a gender policy assessment, including the development of tools and indicators, would provide a frame of reference for choosing priority areas. Collaborative actions between organizations, parallel programmes based on a common problem and joint programmes or projects developed by several United Nations bodies were under consideration. The United Nations system would work with the Government to ensure that both objectives of the UNDAF were included in the Government's next five-year plan.

237.The UNICEF representative in India cited the dialogue to improve collaboration and development activities as one of the most interesting features of the UNDAF process. Areas of cooperation had included a common position paper on child labour, work in HIV/AIDS through the Joint United Nations Programme on HIV/AIDS, primary education and, in response to the super cyclone in Orissa in October 1999, collaborative efforts through the United Nations Disaster Management Team. United Nations organizations were beginning to re-examine their programmes, taking into account the promotion of gender equality and strengthening of decentralization, and were attempting to allocate and channel resources for collective action. He noted that in a country the size of India, and with the relatively small financial contribution of the United Nations system, the extent to which the system could promote new ideas, leverage public support and encourage the channelling of public resources into critical areas was of great relevance. Bilateral partners had responded very positively to the UNDAF process. Forging of partnerships with other development agencies had also been very effective, especially in such areas as giving women a public voice and increasing attention to disadvantaged girl children.

238.The President of the Executive Board of WFP took over as Chair. Many delegations welcomed the presentations and information provided on the UNDAF process in India, which they felt was a positive example of collaboration at the country level. Speakers praised the clarity of the objectives and noted the full ownership of the Government, as well as the harmonization with the ninth five-year plan.

239.Delegations raised a number of issues in response to the presentations. Given the vast size of the country, some speakers wondered whether the actions of the United Nations country team would have a lasting effect in promoting gender equality and decentralization. Information on operationalization of the UNDAF at the national, state and local levels was sought.

240.Many questions addressed the programming processes of the United Nations organizations in India, including how the country team had adapted to the long-term planning cycle of the Government, and if country programmes of individual organizations had been affected. Several delegations noted the high quality of the common country assessment (CCA) in India. Queries were raised about problems faced in joint programming; maintenance of the individual identity of participating organizations; the time-frame for collaborative action; incorporation of global conference goals in the UNDAF; and phasing out of less strategic activities. Some speakers requested specific information on programmes, including cooperation in emergency situations and whether disadvantaged women were involved in planning processes. One delegation queried whether children were included in decision-making in programmes on their behalf, and whether disabled people were given rights to health and education. The same speaker requested information on whether the rights-based approach of UNICEF had affected programming in other organizations. Another delegation queried whether reporting by country offices had been streamlined through the UNDAF process.

241.Some delegations requested information on the percentage of funding that was devoted to the UNDAF by each fund and programme. Others expressed interest in the amount of savings achieved. One delegation queried whether joint resource mobilization had taken place. With regard to cooperation with the Government, speakers raised queries about internal coordination between departments and ministries and coordination between central and local governments, as well as about the impact of the UNDAF on the work of the ministries.

242.Several speakers requested information on the role of other organizations in the UNDAF process, including, in particular, the World Bank. Many delegations mentioned the World Bank Comprehensive Development Framework (CDF). Some speakers queried whether bilateral donors could have a more enhanced collaborative role in the process. One delegation underlined the need for strategic partnerships beyond the UNDAF, including with the private sector, particularly in information technology.

243.A number of delegations underlined that the teamwork described had indicated that much progress could be achieved. Information was requested on monitoring of progress of the UNDAF. Others queried how lessons learned in India would benefit other UNDAF countries, including smaller countries.

244.The President of the Executive Board of WFP noted the interest of the members of the FAO Council, as well as of the governing body of the International Fund for Agricultural Development, in the CCA and UNDAF processes. The Executive Board of WFP had cited many positive aspects of the process as well, noting the savings inherent in United Nations coordination. The transparent identification of problems in the UNDAF process in the papers and the oral presentations had been very useful. She noted that in India there had been much progress in achieving food security, yet it remained a problem in some areas. She hoped that food security would continue to be a focus in taking account of the needs of vulnerable groups in the country.

245. The Secretary of the Planning Commission, Government of India, underlined that the UNDAF should not be measured in terms of dollars spent, because grant aid accounted for a very small portion of India's annual development budget. The important element was to maximize the impact - and mainstream the stated objectives - of gender equality and decentralization. He noted the synergy between multilateral donors and bilateral agencies, as well as cooperation with the Bretton Woods institutions. Lessons learned and information sharing were particularly important factors in the UNDAF process. With regard to the specific objectives of the UNDAF in India, he noted that efforts in achieving gender equality and decentralization must relate to the nature of the problem, and that funds, policies and projects should be integrated to maximize benefits to target groups. Planning committees had been established to coordinate the development efforts of the ministries involved in the UNDAF process. He noted that the UNDAF should not be seen as a programme that would supplant other development efforts, but rather as a tool to improve performance and impact.

246. The United Nations Resident Coordinator/Resident Representative cited cooperation with the World Bank throughout the UNDAF process and noted that India was not developing a CDF. She informed the Boards that the World Bank was in the process of designing a gender mainstreaming policy and had assisted the UNDAF process with provision of expertise in gender mapping, participation in inter-agency exercises and co-sponsorship of workshops. She responded to a number of other queries raised, including affirming the intention to work with the private sector on information technology, the need for a new, non-appeal process for disaster relief and the positive effect of the "capabilities approach" in assessing gender equality.

247. The UNICEF representative cited the positive feedback the country team had received for its disaster management in responding to the cyclone in Orissa. He noted that the disparity between the planning cycle of the Government of India and the country programmes of individual funds and programmes would be overcome in harmonization of programme cycles with the Government's tenth five-year plan in 2003. He cited the success of working in a decentralized government structure, with the funds and programmes operating at the state level. In that regard, he noted that a great deal of funding was being funnelled directly through states. In the area of HIV/AIDS, he stated that the United Nations Theme Group comprised bilateral and multilateral organizations, including the World Bank, together with the Government. One of the lessons learned had been that it was not necessary to place all United Nations activities into an UNDAF; rather, focusing on strategic themes could add value. Experience had shown that rapid and effective collaboration was possible, even within existing procedures of each organization.

248. The UNFPA representative underlined that the large number of United Nations organizations in India made the process somewhat slower than in other UNDAF countries. Much had been achieved in collaborative action, he noted, and more was expected over the next two to three years, before the start of the next planning cycle. The campaign on violence against women was an excellent example of United Nations agencies working together to produce results. He stated that savings had been identified in operational areas. He noted that bilateral organizations could be involved at both national and state levels in connection with each UNDAF objective, with bilateral participation in the HIV/AIDS theme group a good example.

249. The WFP representative stated that some joint programming had been initiated, such as in disaster management. He cited the common databases and indicators developed through inter-agency processes as positive examples of collaboration, including at the district level. Food security would be taken into consideration in the UNDAF process in connection with the focus objectives.

250. The President of the Executive Board of UNDP/UNFPA closed the joint meeting with a summary of the discussion. He acknowledged the dynamic leadership of the Government of India in the direction and ownership of the UNDAF process. During the meeting, a lively and comprehensive debate had taken place, with many important suggestions and comments. He noted that the strategic focus of the UNDAF in India in promoting gender equality and decentralization, backed by a well-articulated CCA, was in line with General Assembly resolution 53/192. The inter-agency working groups at the country level had been strengthened with the direct involvement of the Government and bilateral development agencies. The UNDAF process in India had been very inclusive, with a spirit of collaboration firmly in place. The comments on working closely with the Bretton Woods institutions were noted. In sum, the meeting had been very constructive, and future joint meetings would be considered when agenda items were such that joint deliberations would bring added value to the organizations concerned.

Part Two
Second Regular Session

Held at Headquarters from 3-7 April 2000

I. Organizational matters

1. The President, H. E. Mr. Vladimir Galuška (Czech Republic), opened the session. He presented an overview of items to the Executive Board and noting in particular that funding commitments for both UNDP and UNFPA as well as the first multi-year funding framework for UNFPA would be discussed at the present session. The subject of funding needed close examination by the Board, particularly with regard to upholding the legislation adopted by the Board in recent years.

2. Following the first regular session in January 2000, the Bureau of the Board had met three times, including that morning. Topics of discussion included the outcome of the first regular session and plans for the second regular and annual sessions. The Bureau also examined the planning of future sessions of the Executive Board, an item that would be discussed at the present session. The Bureau had approved the arrangements for the field visits of the Executive Board in 2000: to Mali and Mauritania in April, and to Cambodia in May.

Agenda and work plan

3. The Secretary of the Executive Board elaborated on the elements contained in the provisional agenda, annotation, list of documents and tentative work plan (DP/2000/L.2 and Rev.1). She informed the Board that a revised work plan had been distributed. In addition to the documents listed in DP/2000/L.2 and Rev. 1, the following conference room papers had been produced and distributed: report on voluntary contribution to UNFPA general resources for 2000-2003 (DP/FPA/2000/CRP.4); report on regular funding commitments to UNDP and its associated funds and programmes for 2000 and onwards (DP/2000/CRP.6); UNIFEM execution of UNDP projects and programmes: a joint UNDP/UNIFEM position paper (DP/2000/CRP.7); and evaluation of the relationship between UNOPS and UNDP: a joint review of the recommendations (DP/2000/CRP.8). Several informal meetings would be held during the second regular session, including a briefing on Mozambique, the launch of *Overcoming Human Poverty: UNDP Poverty Report 2000* and a briefing on progress in developing the results-oriented annual report (ROAR) 1999. The Secretary noted that the summary of the discussion of item 5, reports to the Economic and Social Council, to be included in the report of the second regular session, would be submitted to the Board at the present session for its adoption and transmittal to ECOSOC in time for its substantive session 2000. The President's summary of the joint session of the Executive Boards of UNDP/UNFPA, UNICEF and WFP held in January 2000 would be available to the Board at the present session.

4. One delegation requested information on the rationale for the submission of the report on the UNDP role in crisis and post-conflict situations under item 6, Business Plans 2000-2003. The Secretary explained that at the first regular session 2000, the Administrator, in presenting his Business Plans 2000-2003, had noted that some aspects of the work of UNDP had not been covered and would be discussed at future sessions of the Executive Board. The Administrator had promised to revert to the Board with an update at the present session on the UNDP role in crisis and post-conflict situations and on the role of UNDP in United Nations reform at the annual session 2000.

5. The Executive Board approved the agenda and revised work plan for its second regular session 2000 (DP/2000/L.2 and Rev.1), as orally amended.

6. The Executive Board approved the report of the first regular session 2000 (DP/2000/9).

Schedule of future sessions

7. The Secretary of the Board stated that the proposed dates of future sessions in 2000 and 2001 had been discussed with the Bureau, which had in turn discussed those dates within their regional groups. She noted that a proposal was made to hold a two-week first regular session in 2001, so that a regular session previously scheduled for March could be cancelled. The agenda for the annual session 2000 was contained as an annex to the overview decision. Special events for both UNDP and UNFPA were planned. In the case of UNDP, the special event would focus on the future of United Nations operational activities, with the tentative participation of the executive heads of the International Labour Organization and the World Health Organization. The UNFPA special event would focus on adolescent reproductive health. Two items previously scheduled for discussion at the annual session, the annual report on evaluation and the report on proposals for revisions in the multi-year funding framework (MYFF) would be postponed to future sessions.

8. One delegation took the floor to express support for the three sessions, noting that it was not the number of sessions that was important, but rather the methods of work and functioning of the Executive Board that needed attention. The representative also requested further information on the nature of the UNDP special event. The Director of the Bureau for Resources and Strategic Partnerships explained that the UNDP special event was still a work-in-progress. The general idea was to launch a dialogue on the future of the operational activities work of the United Nations. The views of Board members on the event would be welcomed.

9. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 2000:

Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	25-29 September 2000 (subject to the approval of the Committee on Conferences)

Agreed to the following tentative schedule of future sessions of the Executive Board in 2001:

First regular session 2001:	29 January-10 February 2001
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001

10. The Executive Board agreed to the work plan for the annual session 2000 of the Board, as contained in the annex to decision 2000/10.

11. The Executive Board took note of the Administrator's plan to pursue consultations with all partners to explore their individual interest in convening a ministerial-level meeting to address the current funding situation of the organization

at the earliest appropriate date, taking into account all comments made during the present session on that issue.

UNFPA segment

II. UNFPA: Sector-wide approaches

12. The Executive Board had before it a conference room paper (CRP) entitled UNFPA and sector-wide approaches (DP/FPA/2000/CRP.3). The paper had been submitted in response to decision 99/4.

13. In introducing the conference room paper on UNFPA and sector-wide approaches (SWAps), the Deputy Executive Director (Programme) noted that it was based on extensive discussions with national counterparts, United Nations agencies, the World Bank, bilateral donors and civil society groups; a review of relevant documents; and the results of a field inquiry involving 12 UNFPA country offices in countries where SWAp processes were ongoing. In preparing the paper (DP/FPA/2000/CRP.3), UNFPA had greatly benefited from its participation in a seminar in February 2000 on "Sector-wide approaches with a focus on partnership", hosted by Irish Aid in Dublin, Ireland, on behalf of the Like-minded Donor Group Working on SWAps.

14. The Deputy Executive Director noted that SWAps were grounded on the principle of building genuine partnerships in the delivery of development cooperation through the establishment of common goals agreed between the donor community and the programme country. Hence, SWAps aimed to bring greater coherence to a sector through the promotion of a programme rather than project approach; reduce fragmentation of development assistance; strengthen national institutional capacity; and enhance public sector reform and the effectiveness of public sector expenditures. While observing that SWAps were a relatively new modality of cooperation, she pointed out that their usefulness was increasingly being recognized by all the parties involved, programme countries and donors alike, but there were some concerns which had been acknowledged quite openly by all of them. Often, the sectoral programme was not sufficiently owned by the national partners, and its implementation required endorsements at several institutional levels of the government as well as by different branches, including financial, technical and legislative. Furthermore, participation of civil society groups had been weak. A key concern had been the accountability of resources and the limited national capacity to track the use of resources under the SWAp modality. That had prompted some donors to participate in SWAps through parallel financing instead of contributing to a "common basket", as initially envisaged. Also, it appeared that in some countries the process of developing a sectoral programme had been driven by external agencies instead of by the national counterpart.

15. The Deputy Executive Director underscored that since the Executive Board's discussion last year on SWAps, UNFPA had actively encouraged its country offices to take part in sectoral initiatives, especially in the health and education sectors. For example, in Ethiopia, UNFPA had ensured that the reproductive health dimension, gender concerns, and the appropriate selection of indicators were part of the health SWAp. In Ghana, UNFPA was involved, through parallel financing, in the ongoing review of health sector priorities and performance and was working closely with

national counterparts to strengthen data collection and analysis capacity. Several other examples were included in the paper before the Board. UNFPA had gained considerable experience from participating in SWAps and while it shared the concerns of others regarding accountability, funding mechanisms, national ownership and the involvement of stakeholders, the Fund believed that SWAps were a step in the right direction.

16. She underscored that in the future UNFPA would continue to actively participate in sectoral programmes as a partner in the planning and policy discussions and would work towards promoting national ownership of the process. UNFPA was committed to utilizing the modality as a means of securing the implementation of the key actions agreed to at the United Nations General Assembly Special Session on the ICPD+5 review. UNFPA would place special emphasis on ensuring that reproductive and sexual health, reproductive rights as well as population and development concerns were part of the sectoral reform process; gender concerns were incorporated into policy frameworks; increasing attention was given to addressing the HIV/AIDS pandemic; and the quality of data gathering and analysis was improved. The Fund would also participate in sectors other than health and education, to the extent feasible, given its limited human resources at the country level. Such involvement would be influenced by the country situation and the Fund's comparative advantage. Furthermore, the Fund would work with its national and other partners to seek to establish clear links with other development frameworks, such as the Common Country Assessment (CCA), the United Nations Development Assistance Framework (UNDAF), the World Bank's Comprehensive Development Framework (CDF) and the Poverty Reduction Strategy Paper (PRSP).

17. Concerning operational constraints, the Deputy Executive Director noted that UNFPA would continue to work with its United Nations Development Group (UNDG) partners to harmonize its rules and regulations, with the goal of simplifying current procedures and reducing the administrative burden on national counterparts, while maintaining the necessary level of accountability and reporting requirements. In the meantime, UNFPA would pursue the parallel financing mechanisms, and in circumstances where reproductive health was an explicit component of the SWAps and adequate monitoring and reporting procedures were in place, the Fund would consider contributing a limited part of its support to a "common basket", on a case-by-case basis in accordance with its current rules and regulations. As the Fund's participation in SWAps evolved, a priority for UNFPA would be to ensure close alignment with the work on the Fund's multi-year funding framework (MYFF), particularly in relation to the selection of appropriate indicators and reporting on results at the output level. UNFPA planned to undertake several activities to promote its involvement in SWAps, including the preparation of internal guidelines; the orientation of UNFPA staff in future training activities as well as at the Fund's upcoming global meeting; discussion of the SWAp modality at the next meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health; and work with its UNDG partners to develop national capacities as well as common financial arrangements and to document relevant experiences and lessons learned.

18. During the ensuing discussion, several delegations took the floor to welcome the Fund's increased participation in SWAps and encouraged UNFPA to continue to strengthen its participation, particularly in the areas of reproductive health, population and development, and comprehensive advocacy for gender equality and equity and the empowerment of women. Many delegations thanked UNFPA for a

thoughtful and good paper and praised the introduction provided by the Deputy Executive Director (Programme). Key issues that the delegations focused on included the "common basket" funding modality; indicators: and training. Several delegations stressed that the "common basket" was the ideal funding modality for SWAps, and in that regard they encouraged UNFPA to review its financial rules and regulations and procedures. Some delegations noted that any proposed changes in the financial regulations should first be submitted to the Advisory Committee on Administrative and Budgetary Questions. A number of delegations noted that the Fund's participation in the "common basket" should be determined on a case-by-case basis where UNFPA was satisfied that adequate monitoring and reporting mechanisms were in place.

19. A number of delegations emphasized the need for meaningful indicators and urged UNFPA to play a key role in that area. One delegation supported UNFPA in its efforts to use, as much as possible, indicators from the CCA and UNDAF processes. Another delegation pointed out that the Fund's work in the area of reproductive health indicators and data systems would be of particular value to SWAps. Several delegations welcomed the Fund's efforts with all partners to ensure that appropriate indicators were included in the SWAps. Concerning training, a number of delegations stressed the importance of training all UNFPA staff regarding SWAps, particularly the staff in UNFPA country offices and Country Technical Services Teams (CSTs). Some delegations underscored that it was equally important to provide training to programme country staff. One delegation stated that the training should be coordinated with other agencies, as appropriate.

20. One delegation, speaking also on behalf of another delegation, stated that it was delighted that UNFPA had been able to participate in a recent seminar on SWAps, hosted by its country. The delegation stressed that SWAps could provide the means by which true partnership and true ownership could flourish in programme countries. The delegation, while commending UNFPA for the progress made with regard to SWAps, urged the Fund to do even more to expand its participation in SWAps. Referring to paragraph 29 of document DP/FPA/2000/CRP.3, the delegation called on UNFPA to change its rules and procedures to allow it to participate fully in SWAps. It urged UNFPA to evolve to a position where it would be able to put funding in a "common basket" without using the parallel funding mechanism. The delegation was pleased that UNFPA was actively pursuing the issue in UNDG to ensure that the funds and programmes could participate in SWAps in the context of UNDAF. The delegation underscored that for SWAps to work the commitment of all development partners was needed. However, the World Bank, under its current financial procedures, could not participate in SWAps. The delegation therefore urged all who were interested in pursuing the success of SWAps to engage their representatives at the World Bank to ensure that Bank mechanisms would allow it to participate in SWAps.

21. Another delegation supported the Fund's involvement in SWAps in its own country and noted that SWAps were the best means for avoiding duplication of efforts in reaching a specific sector's development goals. The delegation agreed that SWAps ensured government ownership by adopting common approaches across a sector and relying on government procedures to disburse and account for all funds. Referring to the education and health sector investment programmes in its country, the delegation noted that in those two sectors UNFPA had a key role to play in areas such as reproductive health, HIV/AIDS prevention and gender concerns. The

delegation added that the involvement of UNFPA in the preparatory process of SWAps in its country had been highly significant and recommended that UNFPA continue to play a role in the development and implementation of the education and health SWAps.

22. One delegation urged UNFPA to bring the issue of effective engagement in the SWAps to the attention of UNDG and the WHO/UNICEF/UNFPA Coordinating Committee on Health. The delegation added that in considering a framework for UNFPA participation in SWAps, the effort to reach an acceptable level of monitoring and reporting procedures should be seen as a collective responsibility. UNFPA should use its participation in pooled funding arrangements as a catalyst for insisting on and supporting systems for monitoring and reporting, including financial reporting. In the delegation's own country six major donors were currently operating on that premise. The delegation endorsed the Fund's caution in selecting countries for pooled funding arrangements. However, it urged that rather than participate in pooled arrangements only where reproductive health was an explicit component of SWAps, UNFPA should be more proactive in participating in pooled funding arrangements. That would gain it a ringside seat to enable it to advocate strongly for reproductive health issues and ensure that reproductive health was a consistent component of SWAps. In that regard, national strategies would benefit from the Fund's technical expertise and experience in the area of reproductive health. The delegation added that training on SWAps was important and should involve programme country staff as well as UNFPA staff. At the country level a multiplicity of terms and processes could undermine coordination; it was therefore important to work on how to effectively coordinate in programme countries such processes as SWAps, UNDAF, CDF and others.

23. Another delegation observed that SWAps had not been completely successful in all programme countries. To a large extent the problems arose from start-up difficulties. The delegation encouraged programme countries to intensify their own efforts in implementing SWAps. The delegation stated that the Fund's use of the logical framework in programme planning and of the MYFF was well-suited for defining results and indicators. The delegation welcomed the Fund's efforts in cooperating with all programme countries to ensure the use of suitable indicators in the SWAps. One delegation, while commending UNFPA for its thoughtful participation in SWAps in several countries, stated that it was important to continue with caution and encouraged the Fund to collect and share best practices and lessons learned at all stages of the process. The delegation agreed that improving the quality of data gathering and analysis should be a priority area for UNFPA. The delegation appreciated that UNFPA was working to better align its monitoring and reporting and other administrative mechanisms with those of the SWAps. The delegation observed that the type of coordination involved in SWAps was labour-intensive and the Fund's level of involvement should be considered taking into account other coordination mechanisms such as the UNDAF.

24. One delegation, while noting that it was pleased that UNFPA had encouraged its country offices to take part in all sectoral initiatives, stated that the involvement of country office staff was crucial to guarantee successful implementation of SWAps. In that regard, the delegation requested UNFPA to ensure adequate staff training on SWAps and suggested that such training be done in collaboration with UNDG partners, where appropriate. The delegation concurred with UNFPA that reproductive health was a multisectoral area and hence the Fund's involvement in

the health SWAp should be seen in a wider perspective that included education, gender issues and social welfare. The delegation pointed out that UNFPA had to play an important advocacy role to ensure that reproductive health and rights and population variables were included in the relevant sectors.

25. Another delegation, noting that its own Government had adopted measures to enable it to participate in SWAps, expressed appreciation for the Fund's engagement in sector-wide policy development. The delegation was concerned about the possibility of UNFPA becoming unable to trace its own contribution to the sector-wide outputs. It emphasized that before conducting staff training on how SWAps linked with other Fund-wide initiatives such as the MYFF, it was important to ensure that the visibility of UNFPA efforts was retained and enhanced with the use of the "common basket". In that context, the delegation asked to be informed at a later stage on how UNFPA participation in the "common basket" would enhance the achievements of MYFF outputs. The delegation stated that its preference was that UNFPA seek the prior consent of the Executive Board in cases where it wished to pool some of its core resources in the "common basket".

26. One delegation encouraged UNFPA to continue its analysis of lessons learned at country level and underscored that UNFPA was uniquely placed to bring reproductive health advocacy and technical excellence to the planning and monitoring of SWAps. The delegation believed that the Fund's role in ensuring that reproductive health was properly addressed within SWAps was essential to promote universal access to reproductive health care and services. The leadership role that the delegation would like UNFPA to play in the area of reproductive health commodities was directly linked to the Fund's role in SWAps, namely, to help countries make sure that they had frameworks in place for ensuring people's access to essential reproductive health commodities. The delegation observed that the Fund's overall track record in the area of SWAps was mixed, and it urged UNFPA to be equipped to engage in SWAp processes in all its priority countries. Training and guidance must be offered to all UNFPA country offices so that they were clear about their role and responsibilities for involvement in SWAps. In that regard, the delegation offered its country's assistance in the preparation of guidance and case study/lessons learned materials. The delegation added that UNFPA should work with other United Nations agencies towards a common United Nations approach to SWAps and noted that Bangladesh offered one example of United Nations agencies working together through the CCA process.

27. One delegation, speaking also on behalf of another delegation, was encouraged to see the Fund's commitment to SWAps and noted that UNFPA had a critical role to play, particularly with regard to normative strategies. The delegations were concerned about the absence of sexual health and reproductive rights in SWAps. The delegations concurred that UNFPA CSTs should play a key role in SWAps. One of the delegations offered to share its training experiences with the Fund.

28. One delegation, while acknowledging the merits of applying SWAps in some sectors, fully agreed with UNFPA that certain issues were multisectoral and overlapping and could not be adequately addressed within the boundaries of one sector. The delegation suggested that SWAps be applied in areas where they would make the most difference in terms of effectiveness and urged UNFPA to play the role of standard-bearer and principal advocate for the effective implementation of the ICPD Programme of Action and key actions adopted at the United Nations

General Assembly Special Session on ICPD+5. Another delegation viewed SWAps as an important vehicle for greater coherence and synergy in programming. The delegation stated that in aligning the SWAps with the MYFF it would be useful to develop some analysis on the synergistic effects and added-value resulting from SWAp arrangements. The delegation welcomed the analysis presented in the paper, particularly the emphasis given to ensuring national ownership of the SWAp process. One delegation emphasized that the SWAp was a tool and not a strategy. The delegation added that for SWAps to be effective a clear national policy and suitable budgetary procedures for "common basket" funding were necessary. The delegation noted that there should be coherence between SWAps and the MYFF. The same delegation inquired about collaboration with the World Bank concerning SWAps.

29. In her response, the Deputy Executive Director (Programme) thanked the delegations for their useful and constructive comments. She noted that UNFPA would like a seat at the table when SWAps were discussed but sometimes it was not invited. She observed that at present UNFPA could participate only on a small scale in "common basket" funding. She stated that the Fund would consult with UNDG regarding the funding mechanism for SWAps. She added that within UNDG a subgroup on SWAps had been formed and an inventory would be prepared of where the partners were. She agreed that the sharing of experience and lessons learned was very important and should take place on a regular and frequent basis. She conveyed special thanks to the delegations that had shared their experiences with the SWAp process. She added that UNFPA would endeavour to continue its involvement in the SWAps in their countries.

30. She stated that UNFPA had taken note of the offers of assistance from some delegations for the preparation of guidance and training materials on SWAps. She observed that many donors had more experience than the Fund in the area of SWAps and UNFPA could greatly benefit from that experience. Concerning the synergy between SWAps and the MYFF, she observed that the goals of the MYFF would also be reflected in the various sectors. She noted that there was no contradiction between SWAps and the MYFF - both were working towards the same goals. Regarding attribution, she observed that at the goal level it would not be possible to attribute results to UNFPA alone as many players were involved and contributed to results at that level. With reference to collaboration with the World Bank, she noted that UNFPA had had consultations with the Bank in Bangladesh, for example, and the Fund had actively collaborated with the World Bank and other donors to ensure complementarity. In conclusion, she thanked the Executive Board members for their support and noted that the area of SWAps was an evolving one and UNFPA would continue to consult with the Board as it worked to enhance its involvement in SWAps.

31. The Executive Board adopted the following decision:

2000/8. UNFPA and sector-wide approaches

The Executive Board

1. *Notes* with appreciation the report on sector-wide approaches contained in document DP/FPA/2000/CRP.3;

2. *Encourages* UNFPA to strengthen further its participation in the design and execution of sector-wide approaches in accordance with its mandate and comparative advantage, and in particular regarding normative aspects, in the areas of reproductive health, including family planning and maternal and sexual health, and population and development strategies and its comprehensive advocacy for gender equality and the empowerment of women and requests the Executive Director to report thereon to the Executive Board in the annual report of the multi-year funding framework;

3. *Also encourages* UNFPA, where feasible, to play an advocacy role to ensure that reproductive health and rights and population variables are included in other relevant sectors;

4. *Urges* UNFPA in its involvement in sector-wide approaches to pay increased attention to the growing problems caused by the HIV/AIDS epidemic;

5. *Endorses* UNFPA participation, on a case-by-case basis, in common-basket funding arrangements in sector-wide approaches where UNFPA is satisfied that adequate monitoring, reporting and accounting mechanisms are in place, taking into account the views expressed by the Executive Board at its second regular session 2000 and in this respect encourages UNFPA to join with partners to support and strengthen programme country systems for monitoring, reporting and accounting, where feasible;

6. *Requests* UNFPA to track carefully its involvement in sector-wide approaches, compiling lessons learned and good practices, including the impact UNFPA participation in common baskets has on the achievement of the multi-year funding framework outputs, and to share this knowledge with the Executive Board and, where appropriate, with Governments, donors, partners in the United Nations system and civil society organizations;

7. *Also requests* the Executive Director to keep UNFPA financial regulations under active review, taking into account any adjustment that may facilitate the full participation of UNFPA in sector-wide approaches and to present proposals on this issue to the Executive Board at its first regular session 2002 after having submitted it to the Advisory Committee on Administrative and Budgetary Questions;

8. *Further requests* UNFPA, in collaboration with United Nations Development Group partners, where appropriate, to ensure adequate staff training on sector-wide approaches to enable the full participation of UNFPA in the processes.

6 April 2000

III. UNFPA multi-year funding framework

32. The Executive Board had before it a report entitled the multi-year funding framework, 2000-2003 (DP/FPA/2000/6) prepared in response to decisions 98/24 and 99/5.

33. The Executive Director welcomed all members of the Executive Board to the second regular session 2000 and noted that the session was of special importance to UNFPA, as it would focus on a number of key issues of concern: the UNFPA multi-

year funding framework (MYFF); funding commitments to UNFPA; sector-wide approaches (SWAps); and the report to the Economic and Social Council. She observed that, in the interest of time, her statement would focus on the MYFF. She introduced and formally welcomed, Kunio Waki, the Fund's new Deputy Executive Director (Policy and Administration). She noted that he brought to UNFPA a wealth of experience from a distinguished career with the Government of Japan, UNICEF and the United Nations Development Group Office (UNDGO). She stated that the Fund would benefit greatly from his wide experience ranging across all aspects of development.

34. In introducing the report on the multi-year funding framework, 2000-2003 (DP/FPA/2000/6), she noted that the MYFF had been developed in response to the Executive Board decisions 98/24 and 99/5 which requested UNFPA to develop a MYFF that integrated programme objectives, resources, budget and outcomes, with the objective of increasing core resources. For UNFPA, the MYFF had presented an excellent opportunity to accelerate the shift towards a results-based approach that was already in motion. The process of formulating the MYFF had provided the Fund with an opportunity to reflect on its work, and to make strategic choices. The timing could not have been better given the recent completion of the ICPD+5 review process, whose outcome provided guidance on what should be UNFPA priorities. The MYFF document was in tandem with a report that UNFPA would submit to the Board's annual session 2000, which would give further details on how UNFPA intended to position itself in implementing the ICPD+5 key actions.

35. UNFPA had sought to ensure that the MYFF built on and improved what was already in place, reflected the realities of country situations, and did not impose an excessive burden on national partners and UNFPA country offices. To that end, feasibility studies had been undertaken in five countries: Burkina Faso, Nicaragua, Sri Lanka, the Sudan, and the United Republic of Tanzania. The process of developing the MYFF was marked by a high level of participation within the Fund, and extensive consultation and collaboration with partners, especially UNDP and UNICEF. UNFPA had made a particular effort to align its MYFF with the frameworks of other organizations, including adapting the terminology. At the same time, the MYFF was developed taking into account the nature and focus of the Fund's work, organizational structure, and scale of human and financial resources. Several informal consultations were held with the Executive Board, and UNFPA shared the unedited draft with Board members to ensure their full participation in the development of the MYFF. UNFPA had benefited greatly from the suggestions and advice provided by the Board. The Executive Director expressed her deep appreciation to the Governments of Canada, Denmark, Finland, Sweden and the United Kingdom for their generous financial support for the development of the MYFF.

36. Referring to the document (DP/FPA/2000/6) before the Executive Board, she noted that it had three components. The first component was the MYFF itself, which was made up of a results framework and an integrated resources framework; the latter presented two scenarios with different levels of resource requirements. The second component focused on managing for results, and discussed how organizational systems and management would be strengthened in the context of results-based management. The third component was the proposal for reporting on results.

37. In the results framework, UNFPA had tried to identify the Fund's most widely shared result areas, and the priority strategies, while at the same time allowing the flexibility that was essential in a decentralized organization working with 134 countries in widely different demographic, economic, social and cultural contexts. The results framework was a simple and straightforward one, with three goals and six outputs with corresponding indicators, and four priority strategies to achieve results. The indicators for those goals included those from the ICPD Programme of Action, the ICPD+5 key actions, the Common Country Assessment (CCA) and the Task Force on Basic Social Services For All (BSSA). While the framework related results with resources, the establishment of an explicit linkage between the two was neither feasible at the present stage, nor needed to implement the MYFF. The Executive Director noted that UNFPA looked forward to the Executive Board's guidance and experience as the Fund moved forward with the implementation of the MYFF.

38. The Executive Director pointed out that the MYFF would be implemented in UNFPA through a results-based management approach that was already under way. The Fund would further strengthen its capacity to manage for results, including orienting and coordinating existing systems towards results and improving human resource management. Programme management systems would be further sharpened to ensure accountability for results at all levels, including strategic planning, monitoring, evaluation and reporting, with an emphasis on timely analysis and feedback and the integration of lessons learned. A key part of the process would be strengthening the utilization of the logical framework (logframe) approach as a results-based programme planning and management tool. New country programmes, many of which would begin during the first two years of the MYFF period, would provide excellent opportunities to fully integrate the approach from the very beginning. UNFPA was also in the process of streamlining its financial and programme information management system. In the context of results-based management, special attention would be paid to building capacity in programme planning, strategic decision-making, monitoring, evaluation, and analytic reporting. She noted that a comprehensive plan for the institutionalization of results-based management and the implementation of the MYFF was being formulated, based on an institutional assessment.

39. She stated that UNFPA intended to report on the results identified in the MYFF, as part of the Executive Director's annual report. Each year, progress in achieving the results at the output level would be reported, as well as any notable progress at the goal level. UNFPA proposed to provide more in-depth reporting on the entire MYFF cycle, either in the last year of the MYFF or in the year after the completion of the MYFF cycle. The Executive Director requested the Executive Board's guidance on the exact timing of the reporting. For the first year of MYFF reporting, in 2001, UNFPA intended to mainly report on the process of implementation of the MYFF. The Executive Director assured the Executive Board that the Fund, at every level, was committed to the MYFF.

40. In the MYFF, UNFPA had attempted to demonstrate how different levels of resources would affect the results that could be achieved by presenting two scenarios of resource requirements -- one at $1.4 billion over the next four years, and the other at $1.6 billion. The first scenario, based on the work plan 2000-2003 as approved at the annual session 1999, would not meet the level of the current balance of commitments under approved country programmes and would adversely

affect the efforts of countries to further implement the ICPD Programme of Action. The second scenario, on the other hand, would enable UNFPA to honour its commitments and fully implement the approved country programmes. Yet even the second scenario was modest, considering the extent of needs and the commitments that were made at the ICPD.

41. The Executive Director stated that in considering the two scenarios for resource requirements, the Executive Board should bear in mind that while the second scenario might seem ambitious, it was in fact entirely feasible. She was confident that the resources could be mobilized. She underscored that the Executive Board had a golden opportunity to make a difference and to achieve concrete results with the implementation of the ICPD Programme of Action. She emphasized that UNFPA pledged its most sincere commitment to implement results-based management and the MYFF to the fullest of the Fund's ability, and she urged the members of the Board to shoulder their part of the responsibility, without which the MYFF remained critically incomplete. She hoped that the MYFF process would be the beginning of a long period of financial stability and growth for UNFPA.

42. During the discussion that followed numerous delegations took the floor to express appreciation for the Executive Director's comprehensive introduction and for the well-structured, high-quality report on the MYFF. One delegation underscored that the Executive Director's introductory remarks were visionary and realistic. That observation was echoed by a number of other delegations. Numerous delegations welcomed the newly-appointed Deputy Executive Director (Policy and Administration).

43. Several delegations noted that the MYFF was an evolving process and the document before the Executive Board (DP/FPA/2000/6) represented a good starting point, recognizing that further refinement and development would be needed based on the experience of implementation. Many delegations emphasized the usefulness of the MYFF as a management tool and stressed the importance of sharing the lessons learned. Several delegations commended UNFPA for the open consultative process it had followed in developing the MYFF and encouraged the Fund to continue in that vein. A number of delegations commended UNFPA and its staff for their commitment to the MYFF process and for the major effort undertaken to develop and prepare the MYFF. One delegation stated that the MYFF would need to be tested in the country programmes, and country offices must be involved in the target-setting, including for outputs. Numerous delegations expressed concern about the decline in the Fund's core resources and stressed that the trend must be reversed. Many delegations hoped that the MYFF would contribute to mobilizing resources for UNFPA on a sustained and predictable basis. Some delegations suggested that the relationship between results and resources should be further explored, while some other delegations stated that a direct, one-to-one correlation between the two should not be expected.

44. A range of views was expressed with regard to the resource scenarios presented in the MYFF document (DP/FPA/2000/6): some delegations considered both scenarios to be unrealistic and too optimistic; some delegations favoured the second, i.e., higher, scenario presented in the document; other delegations favoured the first, i.e., lower, scenario and considered it to be more realistic and feasible. One delegation asked how the Fund would address a situation requiring a scaling down of programmes if the first scenario was adopted. Another delegation stated that it

would prefer a "continuity scenario" based on the previous work plan approved by the Executive Board. The same delegation stressed that it was important to differentiate between realism and idealism regarding resource scenarios in the face of declining Official Development Assistance (ODA).

45. Several delegations highlighted the need for reliable data and data systems and urged UNFPA to play a key role in collaborating with its partners to improve data collection and analysis, including setting up and/or strengthening data systems and building national capacity in that area. Some delegations noted that UNFPA should develop common indicators with UNDP and UNICEF. A number of delegations stated that the Fund should use the existing indicators of the CCA, the UNDAF and the BSSA Task Force. Various views were expressed concerning reporting on the MYFF: the quadrennial report should be presented before the end of the MYFF cycle; the quadrennial report should be presented after the completion of the MYFF cycle; early reporting was desirable even if certain gaps might exist in the early stages; the reporting cycle should be harmonized with that of UNDP; the annual reporting and the funding event should take place at the same Executive Board session; and the first annual report of UNFPA should be presented in 2001.

46. One delegation, noting that the MYFF document was a very useful internal management instrument, observed that it reflected the major change process taking place within UNFPA. The delegation hoped that it would strengthen the Fund's ability to monitor and evaluate the effectiveness of its activities on a regular basis and to adapt strategies to increase programme effectiveness. The delegation observed that what the document lacked was an in-depth analysis of the outcomes of the Fund's activities which would be crucial both for assessing the success of outcomes and reformulating the Fund's policies. The delegation noted that its country's Foreign and Development Cooperation Ministry was currently involved in a comparable exercise to introduce results-based budgeting methods and offered to share that experience with UNFPA. Referring to the Fund's important role in the implementation of the key future actions of the ICPD+5 review, the delegation stated that the second resource scenario of the MYFF clearly pointed out that role. However, the first resource scenario did not give UNFPA much room for significant progress in the implementation of the ICPD+5 key actions. The first scenario would also limit the Fund's ability to have full-fledged country programmes. The delegation highlighted that the MYFF should be considered as an incentive for donors to increase their contributions and, in particular, under- performing donors should respond with major increases in their contributions. The delegation strongly favoured the second scenario and underscored that the quality of the Fund's activities depended on the availability of funds. The delegation stressed that the time to act was now.

47. Another delegation, while underscoring its consistent support to UNFPA even at a time when its own country faced severe budgetary constraints, stated that it was imperative for UNFPA to make the successful outcomes of its activities better known, so as to secure necessary funding. The delegation expected that the MYFF would provide UNFPA with a useful management tool to promote effective development and implementation of its programme of work. The MYFF would also be a tool that enabled donors to measure the impact of their contributions. The delegation hoped that in the future the framework would better reflect the linkages between objectives, results and resources and would thereby also enhance the incentives for donors to contribute to UNFPA. The delegation hoped that the linkage

between the results framework and the integrated resources framework would be reinforced by clarifying the causal relations between goals and outputs on the one hand, and strategies on the other. The delegation observed that that could also be reinforced by presenting sufficient information on how the figures in the integrated resources framework were derived. The delegation believed that a fuller logframe would have been useful in providing a total picture of outputs to be delivered by all development players to achieve the identified goals, thereby indicating the relative importance of the Fund's role in the overall effort, i.e., the Fund's comparative advantage. The delegation asked that it be kept abreast of the progress made in refining the framework.

48. One delegation, referring to the importance of an effective reporting system with an analytical focus on results achieved, stated that in order to maintain programme momentum and sustainability, the countries that had achieved good results should not be punished by lowered levels of funding. Emphasizing that results depended on resources, the delegation noted that it was imperative that the Fund's regular resource situation improved to enable UNFPA to meet the expectations for the implementation of the ICPD Programme of Action. The delegation stated that the MYFF implementation plan should focus on the following aspects: at the country level, there should be an institutional arrangement to ensure linkage between goals and expected outcomes with well-defined criteria to assess results; the assessment of results should be based on the true picture of the consequences of the interventions; to sustain programme success there should be an uninterrupted flow of resources; the necessary information regarding indicative resource allocation/funding levels should be made available at the country level at the beginning of the MYFF cycle; and there should be a well-defined mechanism for the timely mobilization of resources, including a planning exercise with broad consultations with the governments concerned. Country programmes and the MYFF should be finalized accordingly. The delegation stated that the second scenario was entirely feasible, and it called on all concerned to meet the challenge.

49. One delegation noted that it was pleased to have contributed to the Fund's efforts to develop the MYFF. It welcomed the participatory process and the pivotal role played by the new Office for Results-based Management (ORM) including the creation of an interdivisional advisory group on results-based management and the convening of a workshop few months ago. The delegation underscored the Fund's efforts in developing a set of indicators and gave full support to the four strategies. The delegation emphasized that as UNFPA could not accomplish everything alone it should work closely with its partners and make choices taking into account an appropriate division of labour. In that regard, the delegation observed that it might be useful for the Fund to build a matrix of roles and responsibilities, including its partners. With regard to indicators, the delegation observed that the lack of baseline data including gender-disaggregated data represented another challenge that might hinder the development of reliable indicators. It was a serious issue that required full cooperation among all stakeholders in terms of data collection and analysis. The delegation emphasized the need for international agencies to complete the work on the development of indicators for reproductive health. The delegation stressed the importance of using common indicators for comparability purposes, particularly because several stakeholders contributed to common goals. Given that UNICEF, UNIFEM and UNDP were concurrently embarking on results-based management, the delegation asked if the Fund would use similar indicators. The delegation also

pointed out that collaboration in data collection would result in shared costs and less burden for developing countries while ensuring coherence and comparability. The delegation considered both resource scenarios to be too optimistic.

50. Referring to paragraph 22 of the MYFF document (DP/FPA/2000/6), the same delegation asked to know what were the plans to address the issue of data collection and analysis. With reference to paragraph 31, the delegation wondered if the first output indicator — increase in percentage of service delivery points offering at least three reproductive health services — should also include the notion of affordability. To further the implementation of the MYFF, the delegation encouraged the Fund's staff to promote and share success stories and lessons learned. The delegation noted that the analysis contained in the section on the integrated resource framework seemed disjointed and regretted that the rationale developed in the section on managing for results had not been integrated in that section. Regarding the reporting on results, the delegation supported the harmonization of the reporting cycles and elements of the report with those of UNDP. The delegation encouraged UNFPA to report next year, not only on the implementation of the MYFF but also on progress made in the attainment of results, even if only in a preliminary manner.

51. One delegation stated that in the MYFF implementation process various human factors, such as the skill level, experience, and creativity of the organization's staff, should be taken into account in the realization of outputs. In fact, the successful implementation of results-based management depended on the commitment of staff at all levels. In that regard, the delegation appreciated that the Fund's MYFF included as an important input to its development, a parallel but interlinked workforce planning exercise to review and strengthen the human resource situation of UNFPA. The delegation concurred with the Fund's observation that at the goal level, improving basic conditions in a country required the concerted effort of all sectors of the community and of all development agencies. The delegation added that at the output level, many programmes were nationally executed and not all results could be attributed exclusively to the Fund. The delegation encouraged UNFPA to further expand its leadership role in the area of population and development, including reproductive health. The delegation suggested that in identifying relevant outcomes and indicators, UNFPA should avoid categorization that was overly detailed and artificial.

52. One delegation expressed concern that the lack of resources threatened to reverse the gains of the past and would hamper the functioning of the high positive correlation between population and development and negatively impact efforts in the areas of poverty alleviation, gender equality and environmental protection. The delegation stressed that the MYFF should allow countries the flexibility to select their focus and to respond appropriately within differing programming contexts. The delegation stressed that advocacy activities should be practical. The delegation reported that national efforts and the UNFPA-supported programme had yielded encouraging results in its country in the area of population and development. Significant progress had been achieved in implementing the ICPD Programme of Action. The delegation thanked UNFPA, the donors and international NGOs for their assistance.

53. One delegation, speaking also on behalf of another delegation, noted that in implementing the MYFF a key issue was how the culture of performance management and the results-based approach would be absorbed by the staff in

UNFPA. Emphasizing the importance of the "buy in" factor, the delegations commended the Fund's emphasis on identifying lessons learned and building the commitment and capacity of staff and key stakeholders to achieve results. The delegations stated that a Fund-wide training strategy for staff at all levels would be very important in the successful implementation of the MYFF. The delegations preferred that the funding event and the annual reporting occur at the same Executive Board session and suggested that the annual report be called the ROAR (results-oriented annual report) to match that of UNDP. The delegations took the view that the Fund's ability to show results could have the desired impact of leading to increased resources for UNFPA. Referring to one of the goal indicators listed in table 1 of the report (DP/FPA/2000/6), the delegations noted that while an increase in the number of women parliamentarians may have significance in and of itself, it did not necessarily give a true insight into the socio-economic or political position of women in any particular country. The delegations suggested that the indicator be revised.

54. One delegation, while noting that the effectiveness of UNFPA in achieving its mandate would attract the confidence of donors in increasing resources to the Fund, underscored the point made in paragraph 55 of the report (DP/FPA/2000/6) concerning the impossibility of establishing a one-to-one statistical link between resources and results. The delegation emphasized the importance of collaborating closely with the programme countries in refining the indicators to ensure that they reflected the reality on the ground. The delegation hoped that UNFPA and UNDP would continue to learn from each other as they implemented their respective MYFFs. The delegation was in favour of the second resource scenario.

55. While commending the participatory and thorough process followed by UNFPA, one delegation, speaking also on behalf of another delegation, emphasized the importance of linking results and resources and noted that it would be of key importance for the strategic choices in UNFPA programming at country, regional and interregional levels. The delegations stated that in developing that link between results and resources, UNFPA should take into account the contributions of others and should demonstrate synergy effects, where possible. The delegations added that the MYFF could become an important instrument in identifying where and how UNFPA input could contribute the most value-added in individual programmes.

56. One delegation emphasized the need to be realistic about what could be reported, especially in the first year of the MYFF. However, it encouraged UNFPA to provide as much information as possible on results so as to help refine the MYFF and to encourage strong contributions from donors. Commending the emphasis in the MYFF on quality as well as quantity in programmes, as outlined in paragraph 61 of the report (DP/FPA/2000/6), the delegation encouraged UNFPA to focus on achieving quality outcomes, including through staff development, even where funds were limited.

57. One delegation noted that the document should be improved on two important points. First, UNFPA should clearly state its priorities. In the report, the global goals and outputs had not been translated into concrete priorities for the coming period. The delegation suggested that UNFPA seek to answer such questions as: What are the most urgent problems UNFPA wishes to address in 2000-2003? Which countries will UNFPA concentrate its efforts on and why? Where are the largest gaps vis-à-vis the ICPD Programme of Action and the ICPD+5 key actions? What benchmarks

does UNFPA want to achieve in each key area? How? What can be achieved in the relatively short term of four years? Secondly, there should be greater precision with regard to indicators: whereas the document provided a number of indicators for each goal and output, it did not provide data on the current situation for those indicators. It would therefore be difficult to clearly judge the progress made. The delegation recognized the difficulties concerning the availability of reliable data; nevertheless, it was disappointed that in the first phase of the MYFF, UNFPA would limit its reporting to stating for each indicator, the number of countries in which progress had or had not been achieved. The delegation considered both resource scenarios to be overly optimistic.

58. To increase effectiveness, one delegation strongly encouraged UNFPA to make key output indicators time-bound, with specific and quantifiable goals for each four-year MYFF cycle. The delegation stressed the need for the MYFF to be well-understood at both the regional and country level and asked how UNFPA planned to address the need. The delegation requested UNFPA to provide a timeline of the MYFF implementation plan. The delegation strongly recommended that if budget reprogramming became necessary, then reductions should be equitably distributed among all programme areas — country, intercountry and technical advisory. The delegation noted that the Fund, like other institutions involved in results-based management, would have to wrestle with the issue of attribution of results. The delegation considered both resource scenarios to be unrealistic.

59. One delegation, while noting that the MYFF framework provided a useful basis for reporting, stated that it should not substitute for careful analysis and informed judgement of progress on priority issues within priority countries. The delegation observed that the MYFF would need to evolve to capture emerging priorities and reflect new ways of working in which UNFPA must engage. The delegation noted that it was unclear about the actions that might flow from the goal relating to population dynamics and development. It agreed that one key action would be to help strengthen national systems to monitor progress in reproductive health. The delegation added that the output indicators should reflect the extent to which UNFPA was ensuring that SWAps were helping to establish improved national policy and implementation frameworks related to increasing access to reproductive health care and services. The delegation believed that that would reflect the key role UNFPA should play as a champion for reproductive health. The delegation noted that the linkage between some of the output indicators and the strategies identified to deliver should be made more clear. The delegation wondered which output indicators might best demonstrate the effectiveness of strategies to promote, strengthen and coordinate partnerships. The delegation asked how UNFPA would know if it was becoming a better knowledge-based organization. The delegation observed that the Fund's role might not necessarily be fulfilled as a "donor" of programmes; indeed, key roles for UNFPA included supporting government dialogue with other donors, supporting the development of policy and strategy and galvanizing donor support for reproductive health within SWAps. The delegation stated that it was interested in learning about the extent to which those roles were successfully fulfilled in countries where the needs were greatest.

60. One delegation emphasized that while the MYFF would convey the Fund's international strategic priorities, national priorities should remain the basic parameters for shaping the country programme, and the MYFF should help to strengthen the Fund's ability to assist developing countries in addressing the

challenges faced in implementing the ICPD Programme of Action and the ICPD+5 key actions. The delegation added that the extent of the outputs and results achieved would depend on the level of resources available to UNFPA. The delegation urged the donor community to meet its commitments in mobilizing the resources necessary to meet the goals of ICPD and ICPD+5. The delegation stated that it was in favour of the second resource scenario. Another delegation expressing concern about the programme cutbacks in its country hoped that the trend would soon be reversed and stated that it looked forward to the appointment of a new UNFPA Representative in its country. One delegation stressed the need to train both UNFPA staff and programme country staff on the MYFF. Referring to paragraph 55 of the report (DP/FPA/2000/6), the delegation concurred that attention should be given to ensuring that the MYFF did not introduce any conditionality or result in any distortions in priorities or changes in the current system of resource allocation. Noting the decline in ODA, the delegation pointed out that a number of programmes had to be postponed in its country. The delegation called on donor countries to help reverse the trend in declining resources.

61. One delegation stated that it would have been beneficial to emphasize reproductive rights in the MYFF. While noting that it appreciated the difficulty in selecting indicators, the delegation asked if UNFPA had considered other indicators, for example, the consequence of HIV/AIDS on population structure. The delegation added that it had hoped for a more robust and active indicator on gender. The same delegation emphasized the importance of national ownership of the programme process and stated that it should be clearly included in the MYFF strategies. Another delegation, while referring to the gender goals, noted that it was not sufficient to have social goals; indeed, economic goals were needed even though they might not fall exactly within the mandated area of UNFPA. The delegation emphasized the need for UNFPA country offices to consult closely with the Government in preparing the MYFF reports. One delegation was pleased that the MYFF goals captured the mandate of UNFPA and the recommendations of the United Nations global conferences. It stated that more attention should be given in the MYFF to gender mainstreaming and that gender should cross-cut all the MYFF goals. The delegation urged UNFPA to further refine the gender indicators. The delegation encouraged the Fund to incorporate lessons learned in a timely manner.

62. One delegation, while agreeing that it was valid to set out high goals for the MYFF and have a road map on how to attain them, observed that it would be useful to have a contingency plan to avoid frustration. Another delegation hoped that the MYFF would help to increase the Fund's resources and that that, in turn, would help to increase UNFPA support for countries with economies in transition, including Eastern Europe countries. One main advantage of the MYFF was that strategic goals had been delineated taking into account country priorities.

63. The Executive Director thanked the Executive Board members for their constructive and useful comments. She thanked the delegation that had offered to share its country's experience with results-based management. Regarding the comments pertaining to gender indicators she noted that the indicator on the number of women in parliament was chosen as there was a close linkage between women's participation in politics and their reproductive health status. Nevertheless, UNFPA would re-examine that indicator. She agreed that gender needed to cross-cut all the MYFF goals. Responding to a query about HIV/AIDS indicators, she noted that the ICPD+5 benchmark indicator on HIV/AIDS had been included in the MYFF. She

added that UNAIDS was examining the issue and would provide information that the Fund would translate into policy guidance. Concerning reproductive health indicators, she observed that the BSSA Task Force had agreed on 15 indicators. As a result of the ICPD+5 review, other benchmarks had also become available. In about 4 to 6 weeks, WHO would convene a meeting with UNFPA, UNICEF, UNAIDS and others to re-examine the indicators. Concerning the lack of data at country level, she noted that the United Nations Development Group had taken up the issue and it was recognized that in particular for the UNDAF, CCA and global conference follow-up, good data were essential. She concurred that it was necessary to help all countries to set up and/or strengthen data systems. She underscored that it was also important for all programme country partners to buy into the concept. UNFPA had the advantage of having the logframe, and the Fund was stressing training for its own staff as well as for the national counterparts. The CCA and UNDAF processes emphasized the need for reliable data systems. Similarly, the WHO/UNICEF/UNFPA Coordinating Committee on Health had also stressed the importance of sound data systems. She agreed that it was important to include NGOs and other civil society organizations in advancing those efforts.

64. She commended the work of the Director, Division of Finance, Administration and Management Information Services (DFAMIS), and the Chief, ORM, who had led the Fund's efforts in developing the MYFF. She noted that UNFPA was open to learning and welcomed knowing about the experiences of other agencies. She observed that a meeting was being planned with Canada, the Netherlands, the United Kingdom and other countries and would provide an opportunity to further discuss some of the key issues raised by the Executive Board such as attribution and the linkage between results and resources. She observed that a number of the 1999 annual reports received from UNFPA country offices indicated that serious efforts were under way to focus on results, which augured well for the future, although at present not all had quantitative goals. She noted that the newer country programmes used a logframe approach with goals, purposes, outputs and indicators, whereas in the case of the older country programmes, UNFPA had tried to introduce measurable goals, purposes and outputs in the middle of the programme cycle.

65. Concerning the resource scenarios presented in the MYFF document, she stated that while some delegations believed the scenarios to be too optimistic, UNFPA believed the scenarios were realistic and doable. She noted that in the year 2000, UNFPA expected to obtain supplementary resources of about $40 million. She stated that on the next day UNFPA would be announcing a large contribution from a well-known foundation to support the Fund's work on adolescent reproductive health in Africa, particularly HIV/AIDS prevention. She observed that she had been invited earlier in the year to a meeting of private foundations in Seattle and had been impressed to learn that those foundations were providing almost $300 million a year for the area of population, including reproductive health. She added that next year the David and Lucile Packard Foundation was expected to become a major leader in grant-making in that area. She noted that some of that assistance was expected to be channelled through UNFPA. In other cases, support would be provided for programmes parallel to the UNFPA-supported country programmes. She pointed out that programme countries were themselves increasing their resources for country programmes and she welcomed that effort. She stressed that UNFPA could implement additional resources. Recalling the ICPD and ICPD+5 goals that the international community had agreed to, she underscored the collective responsibility

of all development partners. She observed that all that seemed to be lacking was political will and commitment -- she urged the international community to achieve the goals agreed to at the ICPD and the ICPD+5 review.

66. The Deputy Executive Director (Programme) thanked the Executive Board members for their comments and stated that UNFPA had taken note of the comments on priorities and resource allocations. She noted that in September 2000, as requested by the Board, UNFPA would report on its review of the resource allocation system. She assured the Board that national priorities were the most important consideration in determining country-level resource allocations. She noted that the Fund recognized the importance of an equitable distribution of resource shortfalls among programmes. She emphasized that the priorities of the country programmes were shaped by national priorities and that in each country the Government was in the driver's seat. She added that the Fund's guiding light was the ICPD Programme of Action and the ICPD+5 key actions.

67. The Director, DFAMIS, thanked the Executive Board members for their comprehensive and useful comments. He noted that the MYFF process was an evolving one and the MYFF document should be regarded as a work in progress. He observed that UNFPA was a learning organization and the Fund would continue to learn as the MYFF evolved. He thanked the delegation that had offered to share its experience from a similar results-based budgeting exercise being carried out by its Foreign and Development Cooperation Ministry. He noted that the linkages between outputs and strategies could be expanded upon in the quadrennial report to show what worked and what did not and why. Regarding the linkages between results and resources, he agreed that it was a complex issue and concurred with the delegation that had cautioned against making a one-to-one correlation or making the linkage a conditionality. He stated that UNFPA would continue to study and explore the issue of linking specific results to resources. He added that UNFPA was also engaged in improving its coding systems. In implementing the MYFF, the Fund would focus on the following key points: training at country level; a "buy-in" and a commitment by all; timelines for implementation; collaboration with all partners; contributions by programme countries and flexibility in incorporating national priorities; and close involvement of the Executive Board, including through briefings, informal consultations and reporting. He concluded by assuring the Board that UNFPA had taken note of the comments on the MYFF implementation plan and would work to refine it.

68. The Chief, ORM, thanked the Executive Board members for their useful and constructive comments. She stressed that developing the MYFF had been a learning process for UNFPA and noted that, in preparing the MYFF, the Fund had benefited greatly from the inputs and guidance provided by the Executive Board. She thanked the delegations for sharing their experiences and conveyed special thanks to the delegations that had provided support to UNFPA for the development of the MYFF. She also welcomed the offer made by another delegation to share the experience of its Foreign and Development Cooperation Ministry in the area of results-based management. She pointed out that UNFPA had endeavoured to keep the MYFF simple and straightforward so as not to impose a heavy burden on country offices and UNFPA partners. She noted that UNFPA had the advantage of being able to build the MYFF on already existing logframes at intercountry, country and subprogramme levels. She agreed on the need to test out the framework in country situations, with the participation of country offices and national partners. She stated

that UNFPA had taken note of the comments made by delegations on improving the indicators, and noted that indicators for the MYFF goals reflected ICPD, ICPD+5, CCA and BSSA Task Force indicators. The ones selected for the MYFF were those closest to the specific areas to which UNFPA contributed. Regarding the gender indicators, she noted that considerable discussion had preceded their selection, resulting in the decision to have gender equality and women's empowerment as a goal as well as mainstreaming gender in all areas. That reflected the importance UNFPA attached to the issue. Following the comments made by Board members, UNFPA would re-examine those indicators. She added that the Fund recognized the importance of economic indicators in gender equality and gender empowerment, but had tried to select those indicators where UNFPA had made direct contributions.

69. She noted that UNFPA recognized the urgent need to strengthen existing data systems and to establish realistic baselines for indicators. The feasibility studies carried out by UNFPA indicated that a great deal of work was needed at country level to build up those data systems and UNFPA country programmes would focus attention on that area. She observed that the data situation might make it difficult to report on results in the first year of the MYFF, hence UNFPA was proposing to report on the process of implementing the MYFF, although every effort would be made to report on available results. She agreed with the importance the Executive Board attached to regular, open and analytic reporting, and stressed that UNFPA was equally committed to seeing results but recognized the need to be realistic in terms of the existing data. She noted that UNFPA would continue to consult with the Board regarding the timing of the quadrennial MYFF report.

70. The Executive Board adopted the following decision:

2000/9. UNFPA multi-year funding framework, 2000-2003

The Executive Board

1. *Reaffirms* its decision 99/5 on the UNFPA multi-year funding framework (MYFF);

2. *Notes* with appreciation the report of the Executive Director on the multi-year funding framework, 2000-2003 (DP/FPA/2000/6);

3. *Welcomes* the significant achievements of UNFPA both at headquarters and in the field in developing the multi-year funding framework;

4. *Welcomes* the strategic direction of the multi-year funding framework and looks forward to its continued implementation;

5. *Requests* the Executive Director to implement the multi-year funding framework, 2000-2003, taking into account the views expressed at the Executive Board at its second regular session 2000, and the previous relevant decisions;

6. *Notes* the funding scenarios accompanying the results framework as representing UNPFA resource mobilization targets and encourages all countries in a position to do so to assist UNFPA to reach a total figure of regular and supplementary resources of $1,434 million for the period 2090-2003.

7. *Requests* the Executive Director to provide updated estimates of regular and supplementary resources in the multi-year funding framework at the third regular session 2000;

8. *Encourages* UNFPA, in consultation with the Executive Board, to evaluate regularly the actual and projected resource situation, taking into account resources received in order to contribute to programme effectiveness, and thereby to encourage all countries in a position to do so to increase their contributions to UNFPA;

9. *Requests* the Executive Director, in consultation with the Executive Board, to continue to develop and refine the multi-year funding framework as a strategic management tool at corporate and country levels, which integrates programme objectives, resources, budget and outcomes, with the objective of increasing core resources, taking into account experiences gained as the framework is implemented as well as the views expressed by members of the Executive Board at the second regular session 2000, *inter alia*:

(a) Refinement of outputs and time bound indicators;

(b) Refinement of the linkages between strategies, goals and outputs;

(c) Further exploration of the methodology for evaluating the relationship between results and available resources, recognizing that there is no direct, one-to-one statistical link between resources and results;

(d) Further development of UNFPA resource mobilization strategy;

10. *Reiterates* the need for the full engagement of programme countries at all stages in the elaboration, monitoring and reporting of the results framework;

11. *Requests* the Executive Director, from 2001 onwards and in conjunction with the announcement of voluntary core contributions to UNFPA, to report every year at the annual session, as per paragraph 81 of document DP/FPA/2000/6, on:

(a) Annual progress in contributing to the goals and achieving the outputs identified in the results framework and;

(b) Status of financial implementation of the resources framework;

12. *Also requests* the Executive Director to report to the Executive Board at its annual session 2001 and annually thereafter, on the development and refinement of the multi-year funding framework;

13. *Requests* the Executive Director to present a detailed report at its annual session 2003 on the results achieved in the cycle, lessons learned, and their implications for priority setting and formulation of the multi-year funding framework for the subsequent cycle taking into account the need to harmonize UNDP/UNFPA/UNICEF reporting cycles.

7 April 2000

IV. Funding commitments to UNFPA

Statement by the President

71. The President of the Executive Board opened the first funding meeting for UNFPA noting that it marked a historic moment. He noted that the Executive Board had before it a conference room paper (CRP) entitled report on voluntary contributions to UNFPA general resources for 2000-2003 (DP/FPA/2000/CRP.4). He observed that in decision 99/5 the Board had decided to hold the first funding meeting for UNFPA at the second regular session 2000, as outlined in paragraph 11 (b) of decision 98/24. The second regular session was designated as the time when all States members of the United Nations Population Fund (UNFPA) would announce their voluntary contributions to UNFPA as follows: a firm contribution for the current year; and for those in a position to do so, a firm contribution or indication of the contribution for the following year and a firm or tentative contribution for the third year. In addition member countries would also indicate payment schedules for the current year. The President stated that all States members of UNFPA were requested to communicate their voluntary core contributions, in writing, to the secretariat by 23 March 2000 to facilitate preparation of the funding meeting.

Statement by the Executive Director

72. The Executive Director welcomed the Executive Board members to the first funding meeting for UNFPA. In introducing document DP/FPA/2000/CRP.4, she expanded upon some of the main points on resources made earlier in the day in the course of her introductory statement on the multi-year funding framework (MYFF). She stressed the responsibility that members of the Executive Board had in fulfilling the resource requirements of the MYFF. Over the 30 years of its operations, UNFPA had raised and channelled over $4.8 billion for population assistance to over 150 countries. The introduction of the MYFF, combined with the strong support received from the donor countries, were sound reasons for some optimism that together it would be possible to achieve the MYFF resource targets necessary to help accomplish the goals of the Programme of Action of the International Conference on Population and Development (ICPD).

73. For 2000, based upon preliminary results from the pledging process and information from countries that were not in a position to pledge in April, it was estimated that general resources would reach approximately $250 million. That figure might be revised as more countries announced their pledges. The MYFF-based funding target for 2000 for general resources was $275 million. UNFPA was grateful that the members of the Executive Board would endeavour to make sure that the goal would be reached.

74. The Executive Director was very pleased that a number of donors had indicated significant increases in their general contributions for the year 2000 and that several donors had made multi-year pledges, including Belgium, the Czech Republic, the Democratic People's Republic of Korea, Denmark, the Netherlands, Sweden, Switzerland, the United Kingdom and the United States of America. Document DP/FPA/2000/CRP.4 provided details on those and other results from the pledging process. Several countries, namely, Belgium, France, Ghana, Ireland, Italy, Luxembourg, Sweden and Switzerland would increase their contributions. Some

increases were substantial. For example, Belgium was increasing its contribution by 65 per cent, France by 14 per cent, Ghana by 25 per cent, Ireland by 50 per cent, and Luxembourg by over 12 per cent. The United States had pledged for 2000 and 2001 and had already made a payment in the amount of $21.5 million for 2000. The Netherlands and Denmark would maintain their high levels of funding to UNFPA. Italy had also indicated that it would retain the level of its contribution based on the large increase of 120 per cent it had made in 1999. Discussions were also under way with some donors about other sources of income for programme activities.

75. The Executive Director stated that UNFPA was experiencing strong growth in supplementary resources. She added that on the following day she would be officially announcing a major grant from a well-known foundation for UNFPA-supported programmes in Africa. It was estimated that because of the grant, combined with other multi-bilateral funding from the United Nations Fund for International Partnerships (UNFIP), bilateral donors and other foundations, UNFPA supplementary resources would increase to about $40 million for 2000. In addition, UNFPA was making every effort to broaden its donor base. For 2000, the goal was to reach 100 donors, and the Fund was calling on programme countries to provide a financial contribution to UNFPA to the highest level their circumstances would permit. The Executive Director was pleased to report that several countries, for example, Egypt, Lebanon and the Syrian Arab Republic, had entered into agreements to provide significant co-financing/trust-fund contributions to their country programmes, which would be in addition to their pledges to general resources. In the case of Egypt, $1.8 million had already been provided for that purpose.

76. As a result of its vigorous fund-raising, UNFPA, for the first time, had been designated a beneficiary of a significant bequest of $35 million. Under the terms of the bequest, a trust had been established whereby UNFPA would receive interest annually from the principal. For 2000, UNFPA was conservatively estimating that that would add approximately $2 million to its general resources.

77. The Executive Director expressed her great appreciation to the donors and conveyed special thanks to the Fund's number one donor — Japan. UNFPA was proud to have Japan as its number one donor, which, despite economic uncertainties, had continued its commitment to population activities and to UNFPA. UNFPA was most grateful for the support. She noted that the Netherlands, the Fund's second top donor, deserved special mention as well. She recalled the positive and warm environment of the Hague International Forum, held in February 1999, which the Netherlands had so generously helped to coordinate and financially supported. The Netherlands had been a driving force and had demonstrated its global leadership in the area of population, reproductive health and gender, including with its Parliament legislating 4 per cent of its Official Development Assistance (ODA) for population assistance. She expressed deep appreciation to the Fund's third donor, Denmark. Denmark had not only provided considerable financial support but had done so with an important ongoing policy dialogue.

78. While referring to meaningful relationships, the Executive Director made special mention of Norway. Norway had been one of the Fund's longest supporters, annually making a high-level contribution to allow UNFPA to carry out its crucial mission. UNFPA had also greatly benefited from Norway's substantive guidance, including the valuable co-financing support from and programme coordination with

Norwegian Agency for Development Cooperation (NORAD). She thanked Germany and trusted that it would do everything possible to increase its contribution next year. She conveyed her special thanks to the United States, which had returned as a donor and had paid its pledge in full for 2000 and had also pledged for 2001. She encouraged other donors to endeavour to make the payments of their pledges as soon as possible.

79. She expressed her deep appreciation to the United Kingdom, which gave UNFPA its first multi-year pledge under the new pledging system. The United Kingdom had indicated that it would increase its contribution in 2002. UNFPA especially valued the substantive dialogue with the United Kingdom on a range of issues. The Executive Director made a special note of appreciation to Sweden, which had announced a significant increase as well as a multi-year pledge, and had been so helpful to UNFPA on the MYFF process and in many other ways. She was most grateful to Finland for its support. Finland had not only consistently provided UNFPA with a high level of contribution and involvement in the Fund's programme, but had also taken the lead with providing soft earmarked funding which had been so valuable. She was very grateful to Switzerland, a very solid partner, providing significant support to UNFPA. She thanked Canada and expressed appreciation for its support, including with the launching of the MYFF. She hoped that as Canada recovered from domestic economic constraints its funding for population and reproductive health would be restored next year to past levels.

80. She extended deep appreciation to Belgium, Ireland and Luxembourg for providing a large increase in 2000. It was a big boost for UNFPA. She applauded Luxembourg for reaching in 2000 the agreed target of 0.7 per cent of gross national product for ODA. She paid tribute to Italy for providing a very large increase in 1999 and for increasing its contribution in 2000. UNFPA looked forward to continuing to develop its close relationship with Italy over the next few years. She thanked France for being an active donor and for developing an important portfolio of multi-bilateral support. She valued the close working relationship and was confident that France would steadily increase its support. She was very grateful for the steady support from Australia, in particular the multi-bilateral assistance provided for countries in South East Asia and the Pacific, and to New Zealand for its multi-year pledge and growing level of support. She extended her deep appreciation to all the other donor countries that had already pledged to UNFPA: Austria, Bangladesh, Benin, Bhutan, Botswana, Czech Republic, Democratic People's Republic of Korea, Ethiopia, Fiji, Ghana, Iceland, India, Lao People's Democratic Republic, Malaysia, Maldives, Mongolia, Myanmar, Nepal, People's Republic of China, Philippines, Poland, Portugal, Romania, the Russian Federation, Spain, Thailand, Turkey, Uganda and Viet Nam.

81. She concluded by thanking all the countries for fulfilling their commitment, and their part of the MYFF process. She informed the Executive Board about a recent innovation: contributions to UNFPA could be made by visiting the Fund's web site where the United States Committee for UNFPA had established a link to its Shopping Mall — a portion of the profits from any purchase from any of the 200 stores would go to UNFPA. The Executive Director noted that UNFPA was indeed doing everything it could to raise resources.

Introduction by the Chief, Resource Development Branch

82. In his introductory remarks, the Chief, Resource Development Branch (RDB), noted that the report on voluntary contributions to UNFPA general resources for 2000-2003 (DP/FPA/2000/CRP.4) represented the combination of pledges received in writing by close of business on 27 March 2000, including the pledges received at the United Nations Pledging Conference for Development Activities for 2000 which was held in November 1999, and the Fund's best estimate of pledges from donors who were not yet in a position to pledge. The United Nations exchange rate of 31 March 2000 was used for estimating US dollar equivalents for pledges made in currencies other than the US dollar. Additional pledges received since 27 March were not reflected in the report. The report had three parts: section I presented the volume of core resources, trends and targets; section II focused on predictability; and section III discussed reducing overdependence on a limited number of donors.

83. With regard to the level of resources, he noted that table 1 (DP/FPA/2000/CRP.4) provided information on the Fund's income position. Key data included: 45 written pledges for the year 2000. The UNFPA goal was 100 donors for 2000; 13 multi-year pledges; and a total general resources target for 2000 of $275 million consisting of approximately $242 million based on pledges and estimates, $2.0 million in interest from the Mars Trust, $3.0 million from interest and a balance of $28 million to meet the 2000 general resource target. Table 2 presented the schedule of payments. He confirmed that the United States had already paid in full and some other major donors had made their first quarter payments. The Chief noted that table 3 showed the projected resource requirements for implementing scenario 1 and scenario 2 as indicated in the report on the MYFF (DP/FPA/2000/6). Based on past performance, as shown in table 4 (DP/FPA/2000/CRP.4), and in combination with the Fund's programme goals as reflected in the MYFF, UNFPA was in a sound position to grow over the long term.

84. Figure 2 (DP/FPA/2000/CRP.4) illustrated that donor contributions as a percentage of total general resources were broadening as evidenced by the increases received from Belgium, France, Ireland, Italy, Luxembourg, Sweden, Switzerland and other countries. Annex 2 presented the supplementary resource trend. UNFPA was experiencing strong growth in supplementary resources, and it was expected that the trend would continue. The gains were likely to partially offset the slower growth in general resources that might be experienced in 2000. Annex 3 presented total income since 1999 and indicated the Fund's total resource target for 2000 of $315 million.

Statements by delegations

85. Following the introductory statements by the President, the Executive Director and the Chief, RDB, 24 delegations took the floor to announce their voluntary contributions and/or multi-year pledges to UNFPA, as well as to make general comments on resource trends, the MYFF and the work of UNFPA. The delegations welcomed the first funding meeting for UNFPA and expressed full support for the work of the Fund and its commitment to the MYFF process. The summary below lists the delegations in the order in which they spoke.

86. The delegation of *Ghana* noted that harmonization of the funding meetings of UNDP and UNFPA would enhance the work of the Executive Board. The delegation called on member countries to reverse the trend of the decline in the Fund's

resources. The delegation stated that unless UNFPA could be assured of predictable and increased core resources for its work, neither the goals of the MYFF nor the objectives agreed to by the international community at the ICPD, which constituted the mandate of UNFPA, would be achieved. Despite its difficult economic circumstances, Ghana had increased its voluntary contribution to UNFPA by 25 per cent over last year's figure and would pay the full amount in the third quarter of the year. The delegation added that Ghana hoped to maintain that level until 2003.

87. The delegation of the *Netherlands* stated that the funding session would provide more transparency regarding donor contributions as well as greater predictability for the Fund's income position. Both those aspects were important in relation to the MYFF process. The delegation noted that the two topics, multi-year pledges and the MYFF should not be treated as separate issues and underscored that the success of the MYFF had a strong correlation to the contributions pledged by donors. The delegation was gratified that 13 countries had announced multi-year pledges and that several countries had increased their contributions. The delegation noted that there was room for even greater increases and hoped that under-performing donor countries would be inspired to increase their contributions. The delegation of the Netherlands stressed that it had been, and would continue to be, a strong supporter of UNFPA. The delegation announced that its contribution in 2000 would be 78.5 million Dutch gilders (approximately $33 million) and the contributions for the years 2001-2004 would be at least at the same level.

88. The delegation of *Ireland* was encouraged that UNFPA core resources would increase in 2000 compared to the 1999 level, and commended UNFPA for its efforts. The delegation noted that Ireland had increased its contribution to UNFPA in 2000 by 50 per cent, demonstrating its commitment to development, to multilateralism and, specifically, to UNFPA. The delegation underscored that the predictability of resources was essential for sound management and for producing good results. The delegation expressed appreciation for the Fund's efforts in developing the MYFF. The delegation noted that Ireland was not in a position to make a multi-year pledge. Ireland's contribution to UNFPA for 2000 was 600,000 Irish pounds (approximately $738,007) and payment would be made by the end of April.

89. The delegation of the *United States of America* expressed its ongoing commitment to UNFPA and recognized the Fund's key role in the implementation of the ICPD Programme of Action and the ICPD+5 recommendations, in particular, with regard to bringing high quality, voluntary family planning and reproductive health services to women and men around the world. The United States was pleased to announce its 2000 contribution in the amount of $21.5 million, which had already been paid in full, and to pledge $25 million for 2001. The delegation underscored its support for UNFPA and noted that factors affecting the decision to resume funding to UNFPA were the Fund's strong advocacy role in the field of reproductive health and the critical difference that the Fund's programmes had made to the well-being of people around the world. Over the past year, some American legislators supporting a resumption of funding for UNFPA reported being approached by their constituents on particular issues where UNFPA had made a critical difference. The delegation stated that such success stories from the field made the job of building support for UNFPA much easier.

90. The delegation of *Sweden* was encouraged that the downward trend in UNFPA resources might be reversed in 2000. Expressing its concern regarding the limited

number of donors, the delegation underscored the need to broaden the Fund's donor base. To demonstrate its commitment to the work of UNFPA and the MYFF process, Sweden announced a contribution in 2000 of 145 million Swedish kroner (approximately $16.6 million), a 5 per cent increase over its 1999 contribution. The delegation noted that two equal payments would be made to UNFPA in January and September 2000. Sweden would contribute the same amount in 2001 and 2002.

91. The delegation of *Bulgaria* underscored the key role of UNFPA in the implementation of the ICPD Programme of Action and the ICPD+5 key actions. The delegation stated that UNFPA had undergone an intense reform process but resources had not kept pace with its planned activities. The delegation stressed the need to reverse the downward trend in the Fund's resources. The delegation stated that it had made a firm commitment to UNFPA for 2000, and it expected that the amounts for 2001 and 2002 would increase.

92. The delegation of the *Republic of Korea* hoped that the MYFF would help UNFPA secure the resources it needed to carry out its work in the area of improving the quality of life and the reproductive health of people in programme countries. The Republic of Korea would contribute $260,000 to UNFPA core resources for the year 2000. Payment would be made in the second half of the year. The delegation noted that while it was unable to announce pledges for 2001 and 2002, the Republic of Korea hoped to increase its contribution in future years.

93. The delegation of *New Zealand* announced that it had made a multi-year pledge for the entire MYFF period, 2000-2003. For 2000, the amount of 1.3 million New Zealand dollars (approximately $631,068) had been paid in February. Its pledge for the years 2001-2003 would remain at the same level of 1.3 million New Zealand dollars. The delegation observed that while New Zealand had maintained its pledge for 2000, in the same amount as in 1999, in US dollar terms the amount had decreased due to currency fluctuations and the strong US dollar. The delegation asked whether, as was the case with UNDP, UNFPA would adopt a strategy to allow for currency in non-US dollars in order to protect from surges in the US dollar.

94. The delegation of *France* was pleased to announce a contribution to UNFPA in the amount of 8 million French francs (approximately $1.2 million), a 14 per cent increase in terms of national currency. Payment would be made at the end of the summer. The delegation noted that the increase followed other increases made since 1996 and, subject to the availability of funds, France would continue to increase its voluntary contributions to UNFPA. However, it was not in a position to make multi-year commitments. The delegation underscored its support for the MYFF process and for the work of UNFPA.

95. The delegation of *Austria* commended the Executive Director for the innovative efforts undertaken to mobilize resources for UNFPA. For 2000, Austria pledged 5 million Austrian shillings (approximately $351,700), which was a 22 per cent decline over its 1999 contribution of 6.1 Austrian shillings. The decline was due to the Austrian Government's need to limit the federal budget. The delegation was unable to announce multi-year pledges due to Austria's budgetary laws. The delegation, however, emphasized that Austria would work towards reversing the downward trend and, if additional funds became available at the end of the year, it would contribute further to UNFPA.

96. The delegation of *Denmark* stated that the funding meeting was an important step in the MYFF process. It was convinced that the MYFF process would enable UNFPA to become a more effective organization, strengthening both management and programming. For 2000, Denmark announced a contribution of 200 million Danish kroner (approximately $26 million), the same level as in 1999. The delegation noted that at present it was not be in a position to announce a multi-year pledge, however, it might be able to do so next year.

97. The delegation of *Canada* noted that it would not be able to announce its pledge at the present time. However, Canada planned to sustain its contribution as in previous years and, as soon as the internal allocation was approved, the contribution would be paid promptly and in full.

98. The delegation of *Italy* was pleased to announce a 9 per cent increase in its contribution for 2000. Italy pledged 6 billion liras (approximately $2.9 million) and noted that the payment would be made in full by July. While Italy was not in a position to announce multi-year pledges, it would, at a minimum, maintain the level of its contribution to UNFPA. The delegation stated that its country was deeply committed to increasing its contributions to UNFPA in support of the implementation of the ICPD Programme of Action. It expected the MYFF to lead to an overall increase in resources for UNFPA, which in turn would have a positive impact on programme countries.

99. The delegation of *Norway* stated that for decades it had demonstrated its support for population issues and the role UNFPA. Multi-year pledges were not feasible for Norway; however, in 2000 it would maintain the same level of funding to UNFPA as in 1999, in the amount of 195.9 million Norwegian kroner (approximately $23.5 million), and it hoped to maintain a strong level in 2001 and 2002. The delegation was concerned about the Fund's dependence on a small number of donors and hoped that the introduction of the MYFF would enable UNFPA to broaden its funding base.

100. The delegation of *Pakistan* underscored its strong support for the work of UNFPA and the leadership of the Executive Director. Pakistan pledged $500,000 for 2000.

101. The delegation of the *United Kingdom* confirmed its commitment to UNFPA and noted that the MYFF, as it evolved, would provide the bedrock for effective performance and on-the-ground impact. The United Kingdom pledged as follows: 15 million pounds sterling (approximately $24 million) in the year 2000; 15 million pounds sterling (approximately $24 million) in 2001; and the increased amount of 18 million pounds sterling (approximately $29 million) in the year 2002. Thus, the United Kingdom's contribution to core resources over the period 2000-2002 would amount to 48 million pounds sterling (approximately $77 million).

102. The delegation of the *People's Republic of China* pledged $820,000 for the year 2000 and stated that it would pay its contribution in full in the first half of the year.

103. The delegation of *Nigeria* noted that it would communicate its pledge to UNFPA at a later time. The delegation stated that while it was not in a position to make a multi-year pledge it strongly supported the work of UNFPA.

104. The delegation of *Switzerland* was pleased to learn that the Fund's core resources were expected to rise in the year 2000. Switzerland hoped to increase its contribution in 2000 by 5 per cent, from 10 million Swiss francs to 11 million Swiss francs (approximately $6.9 million). The amount was subject to formal approval, and the payment would be made hopefully in May following the approval. Switzerland pledged to increase its contribution to UNFPA by 4 per cent in 2001 and by another 4 per cent in 2002. The delegation hoped that other countries would also make multi-year pledges and at least announce indicative amounts.

105. The delegation of *Myanmar* expressed appreciation for the work of UNFPA and noted that it attached importance to all activities which promoted economic growth in developing countries. Myanmar pledged 60,000 kyats to UNFPA for 2000.

106. The delegation of *Belgium* announced that it would contribute 2.9 million euros to UNFPA in the year 2000 and pledged the same amount for the coming three years. The delegation noted that the amount pledged represented an increase of about 65 per cent over its 1999 contribution. The delegation added that if all donors followed that example and made similar percentage increases, UNFPA could effectively implement the most optimistic MYFF scenario.

107. The delegation of *Luxembourg* stated that last year its country had attained the ODA target of 0.7 per cent of gross national product. Luxembourg's contribution to UNFPA in 2000 was an increase of 13 per cent over its 1999 contribution. Multi-year pledges to UNFPA from 2000 to 2003 would be in the amount of 18 million Luxembourg francs per year. The delegation noted that its contribution for 2000 had already been paid to UNFPA in February.

108. The delegation of *South Africa* thanked and commended all the countries that had increased their contributions to UNFPA. The delegation hoped to make a contribution in the near future and was also exploring ways to increase local funding to the country programme. The delegation supported the efforts to increase the Fund's donor base and commended UNFPA for seeking funding from a variety of sources.

109. The delegation of *Spain* noted that national elections had recently taken place in its country and the new Government was in the process of being formed, hence a contribution could not be announced at the present time. However, Spain hoped in 2000 to at least match its 1999 contribution of 92.5 million pesetas. The delegation expected that half the amount would be paid in May and the remainder by year-end.

Response by the Executive Director

110. The Executive Director thanked the delegations for their funding commitments, multi-year pledges and positive comments. She noted that it was a historic day for the Fund as it marked the first funding meeting held for UNFPA in the context of the MYFF process. Though only 24 countries had taken the floor, she was pleased that all of the Fund's major donors and several programme countries had made interventions. She underscored that UNFPA relied very much on the leadership and guidance provided by the Executive Board. She assured the Board that UNFPA would do everything possible to implement its part of the compact. She noted that UNFPA was vigorously trying to broaden its donor base so as not to be dependent on a limited number of donors. She added that UNFPA was experiencing a strong growth in its supplementary resources.

111. Echoing what the delegation of Belgium had said, she agreed that if all donors increased their contributions by 65 per cent UNFPA would not only be able to meet the most optimistic MYFF scenario but also all the ICPD targets. She expressed her deep appreciation to all the countries that had made multi-year pledges, and she urged delegations to make a strong case in their capitals for increasing resources to UNFPA. She concluded by thanking the small but dynamic UNFPA team for its work in preparing the funding meeting and the documentation.

112. The Executive Board took note of the report on voluntary contributions to UNFPA general resources for 2000-2003 (DP/FPA/2000/CRP.4).

UNDP/UNFPA joint segment

V. Reports to the Economic and Social Council

A. UNDP

UNDP report

113. The Administrator introduced his annual report to the Economic and Social Council (DP/2000/11), noting that it was again presented in the common format and approach adopted by UNDP, the United Nations Children's Fund (UNICEF) and UNFPA. Work was under way to prepare a consolidated list of issues, as called for by the Economic and Social Council, in consultation with the Consultative Committee for Programme and Operational Questions (CCPOQ). The report was also an important part of the preparation by UNDP for the triennial comprehensive policy review of operational activities by the General Assembly in 2001.

114. The report covered the Secretary-General's reform and the implementation of the triennial policy review, the integrated and coordinated follow-up to United Nations conferences and summits, and special economic, humanitarian and disaster-relief assistance. Each section included major issues, highlights of achievements in 1999, problems encountered and lessons learned and recommendations for action by the Economic and Social Council. Within those major themes, sections were included on structures and mechanisms of the United Nations Development Group (UNDG), funding and resources, the resident coordinator system, the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF), harmonization of programming periods and procedures, gender-mainstreaming and gender balance, capacity-building, common premises and services, cooperation with the World Bank, monitoring and evaluation, and the follow-up to United Nations conferences. The final section on special economic, humanitarian and disaster-relief assistance set out some of the challenges faced by UNDP with its UNDG partners in addressing new crises in a timely manner.

Comments by delegations

115. Many delegations congratulated UNDP on the report, citing its analytical quality and the improvements introduced on the basis of comments made by the Executive Board in previous years. The enhanced reporting gave the Board better insight in areas where there was marked progress and where there were unsolved challenges. One delegation stated that the reports could be even more useful if more

concrete proposals to the Economic and Social Council on how to solve difficulties were developed. The joint format was welcomed, with one delegation stating that the World Food Programme should also follow it in the future. One delegation stated that UNDP should provide more information on the particular role and contribution of the organization with regard to capacity-building or on the concrete contributions made in the follow-up to international conferences, allowing Board members to focus on more agency-specific comments for consideration by the Council. Speakers looked forward to receiving the consolidated list of issues to be discussed by the Council at its substantive session in 2000.

116. One delegation noted the lack of a reference to the Administrator's Business Plans for 2000-2003 endorsed by the Executive Board at the first regular session 2000 and his commitment to make UNDP more effective at the country level.

117. One delegation recalled previous requests for joint reporting by the funds and programmes, viewing the report as a step in a positive direction. Joining the reports of UNDP and UNFPA into one report would demonstrate increased collaboration among the UNDG members.

118. Many speakers expressed appreciation for efforts to implement the Secretary-General's reform programme through UNDG and its subsidiary bodies as well as through collaborative programming instruments. Several delegations welcomed the increased participation of United Nations specialized agencies, funds and programmes in the UNDG and in the resident coordinator system, and encouraged greater involvement on their part. Rationalization of the work of the UNDG subsidiary machinery was also welcomed. While enhanced collaboration and exchanges between UNDG and the Administrative Committee on Coordination machinery was welcomed, one delegation urged that the cooperation should not delay the further implementation of the United Nations reform programme through UNDG. Enhanced collaboration between the United Nations system and the United Nations Staff College Project in Turin was also welcomed.

119. Several delegations underlined the need to examine ways to improve the resident coordinator selection process, including with regard to enhancing the gender balance among resident coordinators. One speaker emphasized the need for resident coordinators to understand the United Nations system, thus calling into question the recommendation regarding recruitment from outside of the system.

120. Progress on the CCA and UNDAF was recognized by several delegations. One speaker noted that the UNDAF had been highlighted in the report of the Secretary-General entitled "We the peoples: the role of the United Nations in the twenty-first century" (A/54/2000). The same speaker requested further information on the interest shown by bilateral agencies and non-governmental organizations in the CCA. With regard to UNDAF, Governments of programme countries were encouraged to play a leading role in the process of defining, based on the outcomes of United Nations global conferences, an umbrella arrangement for all activities of the participating United Nations organizations in a particular country. One delegation expressed its willingness to participate in such consultation exercises when invited. Another delegation underlined that the CCA must be fully elaborated in cooperation with the Governments concerned. Another speaker noted the concern about the lack of focus on outputs noted at the first regular session 2000 and about the depth of cooperation on the UNDAF, points that were not included in the report.

121. On the topic of harmonization of programming periods and procedures, speakers underlined the role that could be played by the Executive Board in harmonizing the financial rules and regulations of the funds and programmes that would be of direct benefit to programme countries. One delegation supported the need to pay special attention to the sustainability of the harmonization measures to be taken. Several delegations requested further recommendations on joint programming. In that regard, the guidance note on joint programming issued in 1999 was requested for distribution to the Board. One speaker, expressed particular support for the recommendation contained in paragraph 31, in which it was recommended that the Council may wish to encourage members of the UNDG to address the areas for further simplification and harmonization of procedures, identified in consultation with resident coordinators and country teams, especially with regard to national execution. Another speaker encouraged countries that hosted United Nations organizations to make specific arrangements to establish United Nations houses.

122. It was underlined that the simplification of country programming processes should take into account the role of CCAs and UNDAFs in setting the strategic framework for country programmes. In that regard, one delegation suggested that the funds and programmes could initiate a discussion on the idea of submitting UNDAFs to their respective executive boards as a frame of reference for individual country programmes and subsequent collaborative programming. Some speakers emphasized that the CCA and UNDAF should not minimize the roles played by individual United Nations organizations at the country level. One delegation underlined that there was a risk that the CCAs and UNDAFs would focus exclusively on social sectors and social development, leaving out the broader macroeconomic and sectoral considerations, as noted in paragraph 25 (b).

123. Delegations welcomed the growing cooperation with the Bretton Woods institutions and encouraged them to use the CCA to formulate the comprehensive development framework (CDF) and the poverty-reduction strategy papers (PRSPs). One delegation stated that the United Nations system had a distinct comparative advantage in poverty eradication and emphasized the need to avoid overlap between the work of the Bretton Woods institutions and the United Nations system. Another speaker urged complementarity between the UNDAF and the CDF and the consolidated appeals process. The need for further clarification on the respective roles and division of labour in aid coordination and resource mobilization among the Bretton Woods institutions and the United Nations system was emphasized. One speaker highlighted the difference between the grant nature of United Nations funding and the loan nature of that of the Bretton Woods institutions. That speaker also expressed disagreement with recommendation contained in paragraph 57 (a), in which it was recommended that the Council may wish to encourage the ongoing dialogue of UNDG members with the Bretton Woods institutions regarding the CCA, the UNDAF, the comprehensive development frameworks, the poverty-reduction strategy papers and the Poverty Reduction and Growth Facility, stating that linkages between programming instruments must be developed only by the Governments of programme countries. New mandates for UNDG in this regard were not supported by that delegation.

124. One delegation called into question the accuracy of recommendation 70 (a) regarding the 20/20 initiative.

125. One delegation urged an examination of the trends in overall Official Development Assistance as compared with the funding of the United Nations specialized agencies, funds and programmes. While some delegations supported the discontinuation of the United Nations pledging conference, others underlined the need to consult with all relevant parties, within the Economic and Social Council and the General Assembly, before making a decision. Concern was underlined about the serious decline in core contributions to UNDP, a factor that caused the reduction in funding programmes in recipient countries.

126. One speaker urged enhanced cooperation in the area of special economic, humanitarian and disaster-relief assistance situations, with increased consultation among United Nations entities, particularly with regard to cooperation at the country level.

Response by the Administrator

127. The Administrator noted that the comments made by the Executive Board on the report to the Economic and Social Council were substantive and very useful.

128. He underlined that much effort was being put into enhancing the gender balance among resident coordinators, with the major impediment being the shortage of women among the candidates. With regard to joint programming and harmonization, he shared the view that progress must be made in this area to the greatest extent possible. He noted that the CCAs allowed the rationalization of programmes.

129. With regard to the relationship of the United Nations system with the Bretton Woods institutions, he agreed that the nature of the respective mandates must be taken into consideration although there were opportunities for complementarity. The Administrator noted that there had been progress at the institutional level in the relationship with the Bretton Woods institutions, including through talks with the President of the World Bank and the Acting Managing Director of the International Monetary Fund.

130. He noted that additional comments and questions would be addressed in the context of other agenda items and on a bilateral basis.

131. The Executive Board agreed to transmit to the Economic and Social Council, for its attention, Executive Board decision 99/20 on the United Nations Revolving Fund for Natural Resources Exploration in which the Board endorsed the plans to phase out the activities of the Fund by the end of 2000.

132. The Executive Board took note of the UNDP report to the Economic and Social Council (DP/2000/11) and the comments made thereon (DP/2000/L.5) and decided to transmit them to the Council.

B. UNFPA

UNFPA report

133. In introducing the report (DP/FPA/2000/7), the Executive Director noted that it had been prepared in the joint format agreed to by UNDP, UNICEF and UNFPA. It provided a brief overview of some of the key issues in the implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review; in follow-up to international conferences; and in humanitarian and disaster-relief assistance. She stated that in the report the Fund had

attempted to provide a frank analysis of lessons learned and issues and problems requiring further attention.

Comments by delegations

134. Numerous delegations welcomed the report and congratulated UNFPA on the report's improved analytical quality. A number of delegations expressed appreciation for the progress achieved in the harmonization of programme cycles and simplification of procedures and commended UNFPA for working closely with the United Nations Development Group (UNDG) in those and other areas. Several delegations stressed the need to involve Governments in the harmonization process. Several delegations welcomed the participation of the World Health Organization (WHO) and the United Nations Industrial Development Organization (UNIDO) in UNDG and stated that other United Nations organizations, should also be encouraged to participate.

135. One delegation, speaking also on behalf of another delegation, noted that the report was excellent; however, there was a slight disconnect between the "meat" of the report and the recommendations to the Economic and Social Council. The delegation offered the following suggestions and observations: How should the Council go about increasing the involvement of agencies in UNDG? On the resident coordinator assessment, should the Council be provided a score-sheet on the quality of resident coordinators and the locations/agencies where problems had been encountered? Are there examples of non-United Nations agencies using the Common Country Assessment (CCA) as a basis for programming? Since joint programming remains a difficult matter, recommendations should be made pushing this area forward. When would UNFPA and UNDP present proposals for common financial rules and regulations and joint programming and sector-wide approaches (SWAps)? UNFPA had emphasized the importance of the sectoral approach and the need for joint analytical work and common analysis. The World Bank should take measures to enable it to participate in the SWAp process.

136. Another delegation, while welcoming the joint format of the UNFPA, UNDP and UNICEF reports, regretted that the format had not been followed by WFP. The same delegation added that in addition to following a joint format, the reports should concentrate on highlighting the particular role and contribution of each fund/programme and the challenges faced. The delegation added that such aspects had been incorporated into the UNFPA report to a greater extent than in the reports of the other funds and programmes. Another delegation, while noting that the reports were a step in the right direction with regard to joint reporting, observed that the two reports could easily be joined into one report carrying the same message. The same delegation considered that to be a sign of increased collaboration among the partner agencies of UNDG, including through the United Nations Development Assistance Framework (UNDAF), which was bringing organizations closer together and expanding the area of common ground. Regarding the recommendations to the Economic and Social Council, the delegation noted that it would be more useful to provide concrete proposals to the Council on how to solve some of the difficulties discussed, as for example in the area of joint programming. The delegation invited both UNFPA and UNDP to comment on how the development of joint proposals could promote fruitful discussions in the Council on such issues. One delegation asked how difficulties in the area of data collection could be overcome. The same delegation asked whether coordinated reviews would replace the review by individual countries.

137. One delegation suggested that the major funds and programmes initiate a discussion on the pros and cons of sending UNDAFs to their respective executive boards as the frame of reference for individual country programmes and subsequent collaborative programming. The delegation supported the recommendation that the Council urge that there be as much complementarity as possible between the UNDAF and other coordination instruments such as the World Bank's Comprehensive Development Framework (CDF) and the consolidated appeals process. He added that the CCA should be prepared in such a manner that it provide a broad situation analysis for such instruments. With regard to collaboration between the United Nations system and the Bretton Woods institutions, the delegation wondered about the extent to which words were being translated into action. He saw the need for further clarification regarding the respective roles and division of labour in the area of aid coordination and resource mobilization, both in normal and special development situations. The delegation asked for additional information on the results of the Fund's collaboration with the United Nations Environment Programme (UNEP) on the issue of integrating population and environment issues in planning and decision-making.

138. Another delegation underscored the need to harmonize programme cycles with national plans and emphasized the need to develop common data systems and indicators. Two other delegations noted that special attention had to be paid to the sustainability of harmonization measures and encouraged countries that host United Nations organizations to make specific arrangements to establish United Nations houses.

139. One delegation, while noting that it was pleased at the progress achieved by UNDAF and UNDG, noted that many issues remained to be tackled and cooperation would need to increase. Underscoring the importance of the issue of improved cooperation, the delegation requested an assessment of how the cooperation was working on the ground. Another delegation, while noting that it was satisfied with the emphasis on the involvement of the entire United Nations system in UNDG activities, stated that further streamlining was needed. One delegation regretted the slow progress in achieving complementarity between UNDAF and CDF and noted that this would impact the use of limited resources at country level. The delegation commended UNFPA support for reproductive health in emergency and crisis situations.

140. With regard to the review of the gender focal point-function in the United Nations system, one delegation requested a clarification on the UNFPA role as Task Manager in the Inter-Agency Committee on Women and Gender Equality (IACWGE). Concerning common premises, the same delegation fully agreed with involving appropriate external technical experts at the country level, including real-estate professionals, architects and engineers, together with designated project management.

141. One delegation stated that the Economic and Social Council was an appropriate body to address the issue of ending the United Nations pledging conferences. Another delegation noted that having a pledging conference had not raised money and suggested more "directive" language recommending discontinuing the pledging conferences. One delegation advised caution with regard to the matter of eliminating the United Nations pledging conferences and stated that the subject should be debated by the Council and the General Assembly and not the Executive Board. Another delegation pointed out that the future of pledging conferences was beyond the mandate of the Executive Board.

142. One delegation requested further elaboration on the appraisal system for resident coordinators. The delegation also requested timelines for the implementation of the multi-year funding framework (MYFF). With regard to gender balance within UNFPA, the delegation was pleased to note that UNFPA had emphasized recruitment of women for professional positions and, as a result, 50 per cent of all professional posts in the Fund were occupied by women. The delegation urged UNFPA to build on that success. The delegation also underscored the achievements of the ICPD+5 review and stressed the need to implement the key actions, as well as to monitor the implementation. Another delegation underscored the noteworthy gender balance achieved by the Fund and stated that it was a concrete response to the International Conference on Population and Development, the Fourth World Conference on Women and other global conferences. The delegation also stressed the importance of geographical balance.

143. Regarding the responsibilities of Member States to link the approval of country programmes by the Executive Board to financial contributions to those country programmes, one delegation, speaking also on behalf of another delegation, stated that it favoured such a link. Another delegation, referring to paragraph 15 (e) of the report concerning the call to donor countries to take the necessary steps to reverse the current decline in overall Official Development Assistance (ODA), stated that it had reservations about importing the General Assembly debate into the Executive Board and vice versa. While noting that the Executive Board should work on reversing the trend in declining resources for UNFPA and UNDP, the delegation observed that the overall trend in ODA was a matter for the General Assembly and the Economic and Social Council.

144. Referring to paragraph 19, one delegation stated that UNFPA should be explicit regarding the shortcomings of the current process for identifying candidates for the pool of resident coordinators. Noting that the selection process was important, he observed that before recommending changes the cost benefit should be analysed. With regard to the issue of increasing the number of women candidates, the delegation stated there should be career development for women compatible with their other obligations. The delegation expressed concern regarding external recruitment and underscored that to be a good resident coordinator, in-depth knowledge of the United Nations system was essential.

145. One delegation asked which countries were involved in the initiatives mentioned in paragraph 52. Referring to paragraph 54, the same delegation underscored the need to consult with Governments regarding the development of indicators.

146. Specific revisions to the text in certain paragraphs were suggested by two delegations as follows: in paragraph 21 (b) after the word "gender" add "and geographical"; in line eight of paragraph 22, after the word "partners" add "and governments"; in paragraph 31, replace the word "ability" with "right and the creation of services"; in line four of paragraph 33, after the word "information" add "; adolescent mothers should also be allowed to continue their studies"; and in

paragraph 44 (b) the text should read "Encourage Governments to involve civil society in capacity-building;".

147. One delegation stated that it did not support the recommendations in paragraphs 27 (d) and 53-55 of the report.

Response by the Executive Director

148. The Executive Director thanked the delegations for their positive comments and useful suggestions. She was pleased that the Executive Board had recognized the effort invested in preparing the report. Concerning the resident coordinator system, she noted that it was open to everybody; however, the selection process was costly. Also, two female UNFPA staff had successfully completed the competency exercise but had not been placed in resident coordinator positions. She noted that a lack of gender balance in the system remained an issue. She stated that UNFPA had several excellent female staff, including some at the P-4 level, which could be prepared for resident coordinator positions for the future. With regard to the resident coordinator assessment process, she stated that staff matters were a sensitive issue and could not be discussed very frankly. On the subject of joint programming, she noted that there were some good examples of it; however, some agencies did not allow the allocation of funds to others. Nevertheless, UNFPA had undertaken joint programmes in the areas of HIV/AIDS and education. Concerning joint reporting to the Economic and Social Council, she stated that it could be done easily as long as there was an open process and the concerns and issues of each agency were taken up.

149. She stated that with regard to a joint set of financial rules and regulations for UNFPA and UNDP, the two organizations would look at the issue and she had already written to the Administrator on that matter. With reference to the United Nations pledging conferences, she observed that very few pledges were made for UNFPA at those conferences. Regarding the comment on ODA, she noted that there was a connection between ODA in general and the trends in the funds and programmes. Regarding the Fund's role as Task Manager in IACWGE, she observed that a survey of gender focal points had been undertaken. One key finding had been the discrepancy between the job descriptions for gender focal points and the actual work they performed. One follow-up action had been to examine the budget process and UNFPA was one of the organizations selected for a study being carried out by the United Nations Division for the Advancement of Women.

150. The Executive Director noted that at the country level most United Nations system agencies participated in the CCA and UNDAF; however, at the global level more effort was needed to have those agencies participate in UNDG. In particular, the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) should join UNDG as they had a lot to offer, and UNFPA and other organizations already worked extensively with them. With regard to collaboration with the World Bank, she noted that that was ongoing. For example, UNFPA was also working with the World Bank on the Paris 21 initiative. She stated that additional resources should be mobilized to strengthen database systems in programme countries. She added that a collaborative effort by the United Nations system, the World Bank, bilateral agencies and the European Union was needed towards that end.

151. Regarding simplification of procedures, she stated that the Fund always endeavoured not to increase the burden on UNFPA country offices and national counterparts. She observed that as good CCAs and UNDAFs became available, the Fund would be able to drop some of its own programming procedures and thereby also reduce the burden on countries. The Executive Director concluded by noting that she was just about to attend a press conference to announce a generous grant of $57 million from the Bill & Melinda Gates Foundation to support adolescent reproductive health, including HIV/AIDS prevention, in four countries in Africa. She added that such support indicated that the Fund's scenario 2 in the MYFF was not overly optimistic.

Response by the Deputy Executive Director (Programme)

152. The Deputy Executive Director (Programme) thanked the delegations for their positive, constructive comments, including the favourable comments on the analytical quality of the report. She noted that UNDG had been stressing harmonization of programmes and procedures and Governments would indeed play a strong role in the process. As an example, she noted that there was a proposal for joint procedures for medium-term reviews, which would, of course, be undertaken with the full involvement of the Government and under its leadership. She observed that in the interest of time, UNFPA would respond bilaterally to some of the more detailed issues that had been raised.

153. The Executive Board took note of the United Nations Population Fund report to the Economic and Social Council (DP/FPA/2000/7) and the comments made thereon (DP/2000/L.5) and decided to transmit them to the Council.

UNDP segment

VI. Business plans

154. The Administrator introduced his report "Meeting the challenge: the role of UNDP in crisis, post-conflict and recovery situations, 2000-2003" (DP/2000/18) and the executive summary of the evaluation "Sharing new ground in post-conflict situations: the role of UNDP in reintegration programmes" (DP/2000/14). He explained that he would give his own view on where he felt UNDP should be headed with regard to the subjects of the reports while addressing some of the concerns that had already been voiced.

155. The Administrator underlined that natural disasters and conflicts of all types had been on the increase worldwide, with nearly a quarter of the world's population now facing some type of crisis or post-conflict situation. The poor were forced to bear a disproportionate share of the impact of weakened environment or conflict situations. In that regard, UNDP was faced with a clear development challenge because of the effects of crises as well as the broader impact on societies and states. UNDP was well placed to offer assistance because of its presence and trust as the development agency of programme countries, particularly in the context of the new Business Plans. In that regard, however, a clear sense of the comparative advantages and existing strengths of UNDP was required, taking into consideration the need to fit into the broader vision of a United Nations role and the wider efforts of the donor community. Three broad areas of comparative advantage of UNDP were: coordination through the resident coordinator functions; experience in core niches such as governance and land mines; and an operational, community-development role in programme countries.

156. The Administrator elaborated on seven managerial decisions that were needed in order for UNDP to become more responsive and effective in addressing its work in the area of crisis and post-conflict situations. First, he underlined that UNDP was not seeking approval from the Executive Board to move into new areas or divert extra funds beyond those already committed under the target for resource assignment from the core (TRAC) line 1.1.3. Instead, UNDP would rely on leveraging those funds for an expanding non-core base to fund new activities. Activities would remain country-driven and UNDP would respond as appropriate at the country level to new needs created by conflicts or natural disasters. Second, he aimed to bridge the funding gap between humanitarian assistance and longer-term reconstruction finance. Third, he supported the need to enhance and expand partnerships aiming to bridge the gap with community programmes that created hope and allowed former combatants and affected civilians a modest peace dividend. Fourth, country-team coordination must be improved. Fifth, niche skills such as mine action and reintegration must be maintained and built upon. Sixth, collaboration with the United Nations Department of Peace-keeping Operations and the Department of Political Affairs must be strengthened. Seventh, as heavy reconstruction began, UNDP would phase back its role to core activities, especially repairing the social fabric and improving governance.

157. In conclusion, the Administrator emphasized that UNDP was not seeking to expand or widen its authority, but rather to build up the competence of its people in this area and improve inter-agency coordinating skills. The activities envisaged were derived explicitly from mandates already given by the General Assembly and the Executive Board. UNDP was not seeking any new mandates and would continue to serve countries' development needs before, during and after conflicts and natural disasters as a country-driven organization. He noted that the references to prevention meant using existing tools in transparent and accepted ways. When invited, UNDP could help to ensure that its role in areas such as parliamentary support and capacity-building could help to channel incipient conflicts towards peaceful resolution. Thus, UNDP was recommending a deepening of existing policy arrangements, encompassing more effective implementation, in partnership with others. As this competency became integrated into UNDP core activities, it would help the organization to play a much more effective role at all levels in crisis and post-conflict situations.

Comments

158. Most delegations announced that they would be making only preliminary comments on the subject owing to the lateness of the report "Meeting the Challenge: the role of UNDP in crisis, post-conflict and recovery situations, 2000-2003" (DP/2000/18), which they considered a work-in-progress. Speakers requested that the Executive Board take up the matter again at a future session, following extensive informal consultations. A clear action plan, possibly with options, was needed. Many delegations welcomed the statement by the Administrator, which had provided clarification on several points. Some delegations regretted that the findings in the evaluation report "Sharing new ground in post-conflict situations: the role of UNDP in reintegration programmes" (DP/2000/14) had not been sufficiently incorporated into document DP/2000/18.

159. Delegations underlined the fact that as one fourth of UNDP programme countries were in crisis or post-conflict situations, the need for a UNDP role was

very clear. Most speakers agreed with the Administrator that the role of UNDP needed to be enhanced in special development situations without creating a new mandate. Some speakers called for the activities of UNDP in special development situations to be mainstreamed. Some delegations stated that the main functions of UNDP as coordinator, adviser, advocate and capacity-builder should remain basically the same. Many speakers emphasized the need for activities to remain country driven and transparent, with respect for national sovereignty. The need to strengthen the response capacities of the resident coordinator system was underlined. Several speakers stated that the activities of UNDP in crisis and post-conflict activities should be in line with the general upstream orientation of UNDP, as outlined in the Business Plans 2000-2003.

160. Some speakers pointed out that UNDP often functioned very successfully in countries in crisis and post-conflict situations, citing a clear comparative advantage for the organization. One delegation pointed out that in the early phases of a resumed development process, the central place of UNDP in the United Nations system, its coordinating role, and its growing emphasis on networking and newly emphasized activities gave it a distinct comparative advantage at the country level. Several speakers supported the Administrator's call to pay increased attention to the development gap in the early stages of post-conflict situations.

161. One speaker, noting the findings contained in document DP/2000/14, stressed that area-based economic assistance for the recovery of the affected community, supplemented by specific measures for target groups, offered the best mechanism for putting the social and economic development of those countries on track. The speaker stressed that all emergencies must be treated in an equitable manner, irrespective of geographical region. It was also distressing to learn that in some instances, the evaluation had noted that UNDP was being driven by donors' time-line requests and not by the organization's own framework for responses and policies or national priorities. The same delegation also questioned the recommendation that post-conflict assistance be a major part of the UNDP mission and mandate since the key mandate for UNDP was assistance to developing countries, whether in crisis or not.

162. Another speaker, in analysing the link between the role of UNDP in poverty eradication and its activities in crisis and post-conflict situations, underlined that conflicts arose when power and resources were unequally distributed or structures between groups were differentiated in other ways. That delegation concluded that the approach to development needed to be modified — even if the same type of activities were undertaken, sensitivity to local situations was paramount — and UNDP must do the right things at the right times, with adequate local ownership and capacity. Representatives of programme countries that had benefited from UNDP assistance in crisis or post-conflict situations commented on their national experiences. One cited the importance of TRAC 1.1.3 resources, the need for peace-building to include a development component, and the role of the resident representative as coordinator of technical cooperation. One of the lessons learned in that instance was that there was no clear-cut breakdown between reintegration, humanitarian aid, post-conflict activities and reconstruction, necessitating post-conflict activities to be flexible and rapid. Other speakers noted the role that UNDP had played in their countries in special development situations.

163. Some delegations underlined the need to differentiate between the activities and comparative advantages of UNDP in situations of crisis, post-conflict or natural disasters, including the difference between natural and man-made disasters. In that regard, several speakers emphasized the need to examine carefully the proposed role for UNDP in conflict prevention activities to avoid any contradiction with the existing mandate of the resident representative/resident coordinator. It was essential that no new mandates be created in this area, in particular if Member States had not agreed to them in inter-governmental forums. Moreover, new concepts must be clearly defined and agreed on before implementation took place.

164. One delegation cautioned against the references in document DP/2000/18 that had not obtained inter-governmental approval, such as linkage between population growth and natural disasters, inappropriate waste disposal and climate change and the term "environmental refugees". The speaker also raised queries about several other references in the report, including with regard to alternative models of development cooperation, UNDP support to national non-governmental organization capacity, cooperation with Bretton Woods institutions, non-state actors, and local and international media. The speaker also requested further information on how countries "clearly threatened by violence" would be judged and by whom.

165. Several delegations expressed support for UNDP activities in natural disaster situations, as legislated by General Assembly resolution 52/12B, and in mine action. One delegation noted that resolution 52/12 B gave UNDP a mandate only in operational activities, not in policy, advocacy, or coordination. Another delegation called for an analysis of the UNDP role in demobilization and de-mining, linked to the upstream approach described in the Business Plans 2000-2003, as those activities needed to be undertaken urgently and did not leave room for long-term capacity-building. That delegation also noted that there should be further examination of a possible role for UNDP in capacity-building in the area of control of small arms, in the absence of any other United Nations organization working on that issue.

166. With regard to the financing of special development situations, some delegations underlined that additional resources should not be drawn from the core budget. Some other delegations stated that country offices, in consultation with programme countries, should be allowed to use TRAC 1.1.1 and 1.1.2 resources allocated to them more flexibly, should there be a need to deviate from a country cooperation framework in a crisis situation. One speaker noted that extrabudgetary funding for emergencies was usually unavoidable, but that it should not apply to emergency preparedness activities or to post-conflict activities, where funding from core was necessary. In that regard, it could be possible to increase above the present 5 per cent ceiling the amount of funding from core for those purposes as well as for staffing of the Emergency Response Division and for the proper training of resident representatives. Another speaker requested information on the total amount of non-core resources utilized in post-conflict activities. Most delegations underlined the need to study the issue more thoroughly.

167. Most speakers addressed the need for UNDP to strengthen its partnerships and coordination with all other actors involved in crisis and post-conflict situations, with the intention of avoiding overlap, particularly at the country level. In that regard, UNDP must ensure proper coordination with the United Nations Departments of Peace-keeping Operations and Political Affairs and the Office for the Coordination

of Humanitarian Affairs. Any overlap with the United Nations Office for Project Services should also be avoided. One delegation raised a query regarding how UNDP could reconcile its mandate with those of institutions whose pursuit of macroeconomic stability tended to aggravate special development situations.

168. Several delegations stated that the functions of the Emergency Response Division needed to be carefully examined, in particular with regard to its relationship to the regional bureaux and the country offices. Some speakers noted the heavy burden of work on the Division and the unpredictability of its working environment.

Response by the Administrator

169. The Administrator thanked the Executive Board for its comments and noted that there would be further consultations before the submission of a future report on the subject. He underlined that UNDP would build on its own competencies in the area of crisis and post-conflict situations, within its own mandates. Interventions would be made only when UNDP was invited to do so. He reiterated that the comparative advantages of UNDP were its presence in a country before, during and after a crisis, its flexibility and trust. However, UNDP understood the possibilities and the limits of its role in special development situations. On the issue of resources, he agreed that there must be even-handedness and that TRAC 1.1.3 resources should not go to the high-profile emergencies. He presently had reservations about using more core resources for special development situations owing to the diminished level of core resources. If the funding targets set by the Executive Board had been reached, however, he noted that those resources would obviously increase in absolute terms. On an interim basis, it was hoped that non-core resources could be attracted for less noticed emergencies. The positive comments on the work of the Emergency Response Division were welcomed.

170. The Executive Board took note of the report: "Meeting the challenge: the role of UNDP in crisis, post-conflict and recovery situations, 2000-2003" (DP/2000/18) and invited the Administrator to present to the Board at its first regular session 2001, a document that further elaborated on the specific role of UNDP in special development situations and to present concrete plans for its further implementation after a full and wide-ranging consultation process. The Board took note of the executive summary of the evaluation: "Sharing new ground in post-conflict situations: the role of UNDP in reintegration programmes" (DP/2000/14).

VII. Funding commitments to UNDP

171. The Administrator introduced the item, noting that while he would have some very positive developments to share with the Executive Board, his main message would be disappointing. As outlined in the Report on regular funding commitments to UNDP and its associated funds and programmes for 2000 and onwards (DP/2000/CRP.6), preliminary figures indicated that nine members of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) would increase their contributions in local currency for 2000 while nine others would maintain their current contributions. Many programme countries had increased their commitments, a very positive sign of their continued faith in the role of UNDP. A total of 12 contributing countries, including both donor and programme countries, pledged to raise their contribution by an impressive 15 per cent or more in local currency. They included Bangladesh, Benin, Czech Republic, France, Ghana, Ireland, Italy, Liechtenstein, Luxembourg, Japan, Poland and Romania. Of these, Ireland had increased its contribution by 35 per cent while Japan, with its very generous $20 million increase to $100 million, would be the single largest donor to UNDP for the year. UNDP was extremely grateful for the support.

172. Despite those increases, he could not report a return to growth in core resources. One reason was continued currency problems and another the long budgetary lead time needed in some donor countries before increased support could then turn into increased contributions. More broadly it reflected the fact that UNDP had not been able to translate the sincere good wishes of other donors into corresponding commitments. This meant that in 2000 UNDP regular, or core, income was projected at the level of $682 million, roughly the same as in 1999, well short of the funding target of $800 million agreed by the Executive Board at the third regular session 1999 when the multi-year funding framework (MYFF) 2000-2003 was approved by the Board along with the broader goal of rebuilding a core of $1.1 billion over the following few years. Contributions to the United Nations Capital Development Fund (UNCDF) were also down slightly, although one new OECD/DAC country had joined the donor group for UNCDF.

173. The figures for 1999 were particularly disappointing because they came at a time when UNDP had expected to put those problems behind it with the implementation of the MYFF, the presentation of the first results-oriented annual report (ROAR) in June 2000 and the integration of reforms in the Business Plans 2000-2003. He noted that the painful but necessary step of approving a 25 per cent reduction in headquarters personnel, covering all contractual modalities and funding sources, had been taken as part of the broader realignment of the goals of UNDP. Now, however, the overall resource situation has required him to go beyond that healthy restructuring of headquarters to make an "across the board" cut of 10 per cent in UNDP core administrative costs. While cutting at headquarters remained a strategically sensible move, reducing field costs eroded the frontline capacity of UNDP to serve field operations. In that regard, he stated that donors who wanted to see performance first should bear in mind the handicaps of UNDP. The rebuilding of UNDP had to be a mutual effort, in which programme countries accepted to give greater focus to UNDP activities, in which management was committed to reform and in which donors met their commitments to provide greater resources.

174. The Administrator gave an overview of the reform measures that had been taken. He informed the Executive Board that a global meeting of resident representatives had been held in Glen Cove in early March 2000 to discuss the changes. At headquarters, UNDP was moving rapidly to streamline operations and to ensure that New York was focused on finding new and better ways to serve the needs of the field. The Executive Team had adopted a detailed plan to carry out the previously announced 25 per cent reduction in staff. Total headquarters staff would thus drop by 26 per cent during the following two years, with 14 per cent of functions relocated to the field and 12 per cent of posts eliminated. The 10 per cent across-the-board cut in core costs would now be incorporated into the exercise. While such a cut had been required under MYFF commitments for 2002-2003 to maintain a zero nominal-growth budget and to meet the Administrator's pledge that every new core dollar would go to the programme, UNDP had not planned to face

such a challenge so soon. The move would allow UNDP to save $50 million over two years but would bear heavily on the field where two-thirds of administrative costs were incurred.

175. The current situation, the Administrator underlined, was about the United Nations and its role in development and about confronting the challenges of a new millennium with the real conviction that a difference could be made in narrowing the gap between rich and poor. It was about ways to help countries not merely to adapt to globalization, but to seek real, tangible benefits from it. An inadequate core-funding level meant in practice that many programmes throughout the world would be decimated. He noted that in sub-Saharan Africa, the top-priority region of UNDP, programme resources had dropped by about 48 per cent since 1992, despite the fact that needs were greater than ever. When adjusted for inflation, the fall was an even more alarming 60 per cent. He underlined that UNDP, with its sister agencies in the United Nations Development Group and other partners, was making real progress in tackling world poverty. That effort, however, required adequate resources. Furthermore, the ability to mobilize non-core funding depended on the ability to leverage UNDP core resources effectively. In that context, he hoped that additional donor relief might be available in 2000 to help postpone the crisis.

176. The Administrator made five points to the Board about the broad lessons of the current crisis: first, UNDP must remain firmly committed to its broad reform agenda; second, UNDP must press ahead with new non-core strategies and partnerships that will help it to raise additional resources and to tap into new expertise; third, UNDP could learn from the positive examples provided by the United Nations Volunteers (UNV) and the United Nations Development Fund for Women (UNIFEM) which had both recorded increased contributions in 2000; fourth, political support for UNDP must be broadened and reinforced; and fifth, political support needed to be translated into practical action. With regard to the fifth point, he emphasized the need to seek a better way of setting up a more formalized, transparent multi-year commitment from donors. Although UNDP would remain voluntarily funded, he suggested that something broadly comparable to the International Development Agency (IDA) funding arrangement should be established. The underlying idea was that institutionalizing an IDA-like funding arrangement would provide UNDP with both a multi-year commitment that was predictable and that relied on inter-donor group pressure to ensure fair burden-sharing. The arrangement was attractive to the donors because it offered the possibility of putting the finances for United Nations development cooperation on a sound footing at a time when the challenges of globalization would exact a heavy price if it did not.

177. One way of reaching the goal, the Administrator suggested, would be to hold a ministerial-level meeting with the specific goal of debating and endorsing such a plan. There would be close consultations on the timing and agenda of such a meeting, which could possibly be held in September 2000 around the Millennium Summit when high-level attendance would already be guaranteed.

178. He concluded with the promise that a less bureaucratic UNDP was being built, clearly aligned with focused corporate goals and organized to support the field, a UNDP that would work as a knowledge organization where innovation unwinding at the field level would be shared globally. He underlined, however, that although this dynamic, focused and relevant UNDP working at the heart of development

cooperation was very close at hand, it would be impossible without any real and immediate prospect that core resources would rise sharply. In this event, he would have to return to the Board in 2001 with proposals to terminate the system of regularly funded United Nations development cooperation, as it was known at the time. It was now or never to break the cycle of declining core resources.

179. The Director of the Division for Resources Mobilization gave a presentation on the highlights of regular funding commitments, and/or estimates, to UNDP and its associated funds and programmes for 2000 and onwards, as contained in DP/2000/CRP.6.

180. The Director of the Evaluation Office gave an oral report on the emerging results of the MYFF 2000-2003, noting that the ROAR, to be presented at the annual session 2000, would be the next step in the implementation of the MYFF process. The ROAR was the first comprehensive appraisal of the performance of UNDP, representing an integrated look at performance and resources, enabling UNDP to build on its strengths and highlight concerns. Key outcomes and outputs for all six goals of the MYFF would be included, with more detailed analysis of the three highlighted sub-goals for 1999: (a) strengthening the capacity of key governance institutions for people-centred development and fostering social cohesion; (b) promoting poverty-focused development and reduced vulnerability; and (c) providing effective and integrated follow-up to United Nations global conferences within the context of sustainable human development. He noted that the ROAR gave feedback on the validity and relevance of UNDP programmes. The basic analysis of the ROAR covered trends and highlights, the comparison of performance and emerging issues. The aim of the methodology was to strengthen evaluation and learning efforts as well as substantive accountability. He underlined that the findings of the 1999 ROAR demonstrated that UNDP was moving upstream in terms of its outcomes and expenditures. He also elaborated on the findings related to poverty and governance. Next steps included revising the strategic results framework (SRF), employing the SRF as a management tool, using ROAR analysis to provide a rich basis for improving future performance; furthering the methodology's evolution; sharpening the comparative advantage of UNDP; and identifying and building on emerging products and services.

[Note: The summaries of statements made by delegations are contained in the annex (see page 69).]

181. Responding to comments raised during the discussion, the Administrator thanked the Executive Board for its recognition of the seriousness of the present situation. He recognized the nine donors who had increased their contributions and the nine who had sustained their contributions. The financial crisis had seriously affected UNDP programmes, to the point where it was running into a deficit situation and making drastic cuts. To give an example, the Administrator noted that programmes in Africa had been cut in real terms by 60 per cent. In Mozambique, the subject of an informal briefing the previous day, funds for 2000, of only $4.5 million, were already committed. In the case of that country, the only funds available for the flooding crisis were from TRAC line 1.1.3. The lack of resources was thus gnawing at the relationship of trust, presence and flexibility between UNDP and the programme countries. UNDP now had to close the door on new needs and demands. By 2001, there would be an accumulated deficit and the system of a global UNDP funded by regular contributions would no longer be viable.

182. The proposal to consider using IDA-style funding was not a call for it to replace the MYFF. However, the lack of an enforcement mechanism in the MYFF needed to be addressed. His proposal was to move from an entirely voluntary system to a "self-policing" system that was still voluntary. The legal enforcement and the conditionality of the IDA system, however, would not be included. A ministerial meeting in September 2000 could be used to gain endorsement for a stronger approach. UNDP did not have a clear popular niche as did other funds and programmes in the United Nations. The organization had to be focused and attractive in order to gain funding. Not only was UNDP a network through the resident coordinator system but it was also recognized as the country presence of the United Nations in those countries. If the issue was not addressed, the very fundamental nature of UNDP as a universal presence was at risk. If there was no progress in the coming year, the Administrator would need to approach the Board again in 2001 with radical and drastic measures. UNDP was at a serious crossroads.

183. On behalf of UNIFEM, UNV and UNCDF, the Administrator expressed gratitude for the pledges announced at the present session. He also thanked those countries that had made increases in their contributions and those who carried a "higher burden" in terms of funding.

184. The Executive Board took note of the oral report on the emerging results of the MYFF.

185. The Executive Board took note of the report on regular funding commitments to UNDP and its associated funds and programmes for 2000 and onwards (DP/2000/CRP.6 and DP/2000/CRP.9 and Rev.1).

VIII. Evaluation of the relationship between UNOPS and UNDP

186. The Associate Administrator introduced the executive summary of the Evaluation of the relationship between the United Nations Office for Project Services (UNOPS) and UNDP (DP/2000/13) and the note on the Evaluation of the relationship between UNOPS and UNDP: A joint review of the recommendations (DP/2000/CRP.8). He stated that the evaluation represented an important milestone in the UNOPS/UNDP relationship. It had been since six years since UNOPS was created as a "separate and identifiable" entity of the United Nations. UNOPS currently carried out the largest volume among United Nations agencies of UNDP-funded operational activities. The Associate Administrator pointed out that UNDP had suggested performing an evaluation because it recognized the importance of maintaining positive UNOPS/UNDP relations. However, this relationship needed to evolve further and to allot more effort to thought and dialogue between the two organizations before finalizing a clear strategy for the future. Both organizations would need to take steps without, of course, neglecting their legislative mandates. He also noted that UNDP and UNOPS found recommendations 1, 2(d), 4, 6(c), 8 and 9 acceptable as formulated and were in a position to begin their implementation immediately. Other recommendations required additional discussion between the two organizations. Recommendations 2(a), on delineation of responsibilities, and 4, on options for the future of the Management Coordinating Committee (MCC), required further deliberations by the MCC, and in the case of recommendation 3, consultations with the Secretary-General. Recommendation 2(b), on overlaps, would be dealt with bilaterally by UNDP and UNOPS. Recommendation 5, on resources mobilization, would be discussed further, keeping in mind the established legislation, and the view of both organizations, recently agreed on by UNOPS and UNDP, that the UNOPS role in system-wide implementation would be undermined by any direct fund-raising. Recommendations 6(a) and (b) on UNDP execution modalities would be considered by the Executive Board following the presentation of the independent evaluation of UNDP non-core funding at the annual session 2001, noting that any discussion on execution and implementing modalities of UNDP had implications for UNOPS. Recommendation 7 on financing principles for country offices would be considered by the Executive Board at the third regular session 2000.

187. The Executive Director of UNOPS stated that the Executive Board had established UNOPS as a service entity, which adopted a code of ethics for its daily work with the client of primary concern. The self-financing nature of UNOPS meant that the organization had no other income aside from management fees and support costs earned for services rendered. Furthermore, UNOPS needed to compete for business. All clients, he noted, were urged to review their experience with UNOPS from time to time, especially to determine whether they continued to obtain value for money. The Executive Director also underlined that UNOPS had welcomed the UNDP proposed evaluation of the relationship between the two organizations. With regard to DP/2000/CRP.8, he emphasized that UNOPS intended to remain a party in future discussions. All of the recommendations directed to UNOPS represented work in progress, on which the Executive Director would report periodically to the Executive Board. He noted that the recommendation regarding UNOPS engagement in fund-raising activities, in cooperation with and on behalf of UNDP, was seen by some as revolutionary in that in creating UNOPS the Executive Board was clear in stating that UNOPS must not be involved in funding activities. While the Executive Director stated that UNOPS did not intend to engage in fund-raising, he noted that on occasion, UNOPS had assisted UNDP resident representatives and regional bureaux with resource mobilization, when so requested. In these cases, all funds became UNDP resources. He closed by paying tribute to the excellence of the evaluation report.

188. Many speakers welcomed the evaluation hoping that by discussing both its positive and negative aspects, it would contribute to improving UNOPS/UNDP relations. Many delegations welcomed DP/2000/CRP.8, especially because it included the immediate steps to be taken. The paper was helpful in clarifying the roles and actions needed. Several speakers referred to the lateness of the documentation, including in languages, which had made it difficult for them to respond at the present session. Continued dialogue was encouraged, with the aim of defining and delineating the respective roles of the two organizations. One delegation stated that reports from each organization, responding point by point to criticisms raised by the evaluation team, would have been useful. It should be made clear where the Secretariats did not plan to follow the recommendations.

189. All delegations expressed strong support for the need to clearly define the respective responsibilities of the two organizations (recommendation 2 (a)), while maintaining the present structural arrangements (recommendation 1). Existing overlaps, such as in the area of crisis and post-conflict activities, should be corrected. One speaker, noting that both UNOPS and UNDP had worked in her country during a post-conflict situation, cited positive results, in particular as the role of each organization had been well defined and the personal relationships involved had been positive. Two delegations indicated that, even with the best intentions, there would always be some conflict between the two organizations based on the nature of the institutional arrangements. Some delegations cautioned against the possibility that UNOPS could become involved in more than executing activities, warning that a new United Nations agency should not be created.

190. Some speakers underlined the need for careful attention to recommendation 3 regarding the Management Coordination Committee (MCC). One delegation suggested that the Secretary-General and the MCC should take responsibility for the oversight and guidance of UNOPS, questioning what direct authority the Executive Board would have otherwise. Some speakers requested a timetable for implementing this as well as other recommendation that did not have specific time-frames.

191. With regard to recommendation 5 on resource mobilization, most speakers underlined that more discussion between the two organizations would help to define more clearly the role of UNOPS in this area. Consultation with the Advisory Committee on Administrative and Budgetary Questions (ACABQ) was also requested before the matter was brought back to the Executive Board. Many speakers stated that it would be fundamentally wrong for UNOPS to engage in fund-raising activities of its own and were gratified that the Executive Director had clarified this matter during his introduction.

192. Many speakers expected the results of the evaluation on non-core funding to be presented to the Executive Board at its annual session 2001 in relation to recommendation 6 on execution modalities. One delegation suggested that UNDP identify the most cost-effective and efficient executing agent on a competitive basis. Direct execution should be utilized only when there was no other executing agency capable of implementing the project or willing to do so. Further examination of this recommendation by the UNDP/UNOPS task force was welcomed. One delegation noted that most activities in his country were nationally executed, although UNOPS had a large portfolio of World Bank and Global Environment Facility projects. That delegation expressed the hope that in the future these projects would be available to national agencies to contract out and employ national experts to further improve national expertise. Another speaker stated that the issue of execution modalities was linked with graduation to increase system incentives for that process.

193. Consultation with ACABQ on recommendation 7 regarding financing principles for country offices was requested. One delegation proposed that UNDP bring in external auditors more frequently in that context. Full internal reviews would ensure UNDP cost recovery for country office services provided to UNOPS and would clarify central headquarters service charges by UNDP.

194. Delegations looked forward to further discussion of recommendation 8 on financial reporting and recommendation 9 on administrative issues at the third regular session 2000. Consultation with ACABQ on the issue of financial reporting was requested. One delegation underlined the importance of fee setting in recommendation 9.

195. All delegations look forward to future reporting to the Board on the implementation of the recommendations contained in the evaluation. Some speakers requested that a comprehensive report be submitted at the annual session 2001 and progress reports as applicable at prior sessions. It was noted that a timetable should be set for recommendations requiring further dialogue.

196. The Associate Administrator thanked all delegates for their valuable contributions, adding that appropriate measures would be taken to ensure that all documentation is submitted and presented to the Executive Board on time in future sessions. On the question of the delineation of responsibilities between the two organizations, he underlined that the MCC would discuss the issue and the Administrator and Executive Director would report to the Board accordingly. Financial reporting would be more accurate, he affirmed, as compared with the past. He reiterated what was stated in DP/2000/CRP.8 that the UNDP Emergency Response Division would consult with UNOPS concerning possible overlaps in the area of crisis and post-conflict situations. He noted that UNOPS was executing 85 per cent of line TRAC 1.1.3, thereby making overlaps only in the remaining 15 per cent. In answering a question, he stated that the evaluation had been undertaken in close cooperation with UNOPS, which had confirmed the terms of reference.

197. The Executive Director of UNOPS thanked UNDP for its initiative to undertake the evaluation and confirmed that UNOPS had been consulted on the terms of reference and the composition of the evaluation team. On the question of financial reporting, he noted that UNOPS had allocated additional funds to maintain manually based systems of financial reporting while the new institutional systems were being developed, allowing reports to be available to the Executive Board and national managers. Additional feedback would be provided to the Executive Board on this issue. He reiterated that the recommendation concerning overlaps in the area of crisis and post-conflict situations was the subject of consultations between UNOPS and UNDP. He further stated that it was his understanding that the Executive Board had full authority over UNOPS, similar to the one it had for UNDP and UNFPA, on the basis of legislation passed by the General Assembly and Executive Board itself. In this regard, the Office of Legal Affairs could be requested to provide an opinion. On the issue of the nature and scope of UNOPS activities, the Executive Director stated that as UNOPS was a demand-driven service organization, it could not exist independently of its clientele. If demand for its services decreased, then it would have to scale down, even with regard to staffing levels. A service provider with no markets could not develop an existence independent of its clientele. He noted that the level of communication between the Administrator and himself was excellent, with monthly meetings and follow-up procedures.

198. The Executive Board took note of the executive summary of the evaluation of the relationship between UNOPS and UNDP (DP/2000/13) and the note on the evaluation of the relationship between UNOPS and UNDP: a joint review of the recommendations (DP/2000/CRP.8) and decided to revert to this item at the annual session 2001.

IX. Country cooperation frameworks and related matters

199. The Associate Administrator introduced the notes of the Administrator on assistance to the Republic of Congo (DP/2000/12) and Afghanistan (DP/2000/16), the second country cooperation frameworks for Kazakhstan (DP/CCF/KAZ/2), Kyrgyzstan (DP/CCF/KYR/2 and Corr.1) and Zimbabwe (DP/CCF/ZIM/2), and the first extensions of eight country cooperation frameworks (CCFs) in the Caribbean, of technical cooperation for developing countries (DP/CF/TCDC/1/EXTENSION 1) and of the regional cooperation framework for Latin America (DP/RCF/RLA/1/EXTENSION 1). He also introduced the report on earmarkings for the target for resource assignments from the core (TRAC) for 2000-2003 (DP/2000/17), noting that the Administrator would proportionately adjust the programming levels for all programming lines in accordance with estimates of available core resources.

200. One delegation expressed regret that the trend of contraction of resources to the regional level had continued, as shown in the first extension of the regional cooperation framework for Latin America (DP/RCF/RLA/1/EXTENSION I). It seemed that the reduction of allocations to the regional levels in Latin America had been reduced at a higher rate than for national programmes in the region. The speaker cited the clear advantages of the regional programme, particularly in a region in which countries cooperated well together.

201. Another delegation suggested that more information on inter-agency processes at the country level, specifically with regard to the United Nations Development Assistance Framework (UNDAF) and the common country assessment (CCA), be included in the CCFs. The speaker also welcomed the emphasis on assistance to vulnerable groups in Kazakhstan and suggested that UNDP cooperate with bilateral agencies in the area of employment promotion in that country. It was regrettable that the CCF for Kyrgyzstan was submitted to the Executive Board too late for adequate comment.

202. Several delegations commented on the note of the Administrator on assistance to Afghanistan. One speaker praised the focus on gender and human rights and requested the figures for overall resources to be devoted by UNDP to Afghanistan during 2000-2003. Another speaker welcomed the inclusion of impact indicators and hoped that the assistance would relieve the suffering of people in Afghanistan. Other delegations warned of the serious political and social problems, including narcotics trafficking, that they perceived as hindering the development process in that country. Those speakers suggested that UNDP interventions at the community level and in crop substitution could be negatively affected. One speaker indicated that his Government was prepared to offer markets for Afghanistan produce.

203. One delegation noted that his Government's bilateral cooperation with the Republic of Congo would resume now that the situation had improved and hoped that cooperation with UNDP would also take place at the country level.

204. The Permanent Representative of Kazakhstan expressed appreciation for the cooperation with UNDP in her country, noting that the second CCF was based on positive experience and good coordination experienced during the period of the first CCF.

205. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific informed the Executive Board that the total funding for assistance to Afghanistan for 2000-2003 was approximately $12.2 million. He noted that UNDP constantly searched for methods to operate in Afghanistan that would provide development assistance in the most effective way. The community-based approach had a long tradition in Afghan culture. The United Nations programme in Afghanistan was supported by five regional offices in the country, he noted. The thematic evaluation of the PEACE programme conducted in 1999 would be made available to the Executive Board upon request.

206. The Assistant Administrator and Director of the Regional Bureau for Latin America and the Caribbean agreed that regional activities were of great importance.

At a time of limited resources, the regional cooperation frameworks and subregional programmes complemented national-level programmes and acted as catalysts for activities in the region. She did not think that the regional cooperation framework in question had been disproportionately reduced as compared with national allocations, but would check into it. She underlined that there would be an extensive dialogue with the governments of Latin American countries in preparation for the next regional cooperation framework.

207. The Officer-in-charge of the Regional Bureau for Africa welcomed the comment on assistance to the Republic of Congo, noting that as prospects for peace increased, programme activities would resume at a normal pace. The objective of UNDP cooperation was to support the peace initiative in the country and assist the communities most affected. UNDP would collaborate fully with bilateral agencies at the country level. He noted that the second CCF for Zimbabwe had been prepared in collaboration with the Bretton Woods institutions at the country level as well as with civil society.

208. The Deputy Resident Representative in Zimbabwe underlined the collaborative role played by the Bretton Woods institutions in the second CCF and the first country review report for Zimbabwe. She also stressed the importance of inter-agency work, noting that there were several references in document DP/CCF/ZIM/2 to the UNDAF in the country.

209. The representative of Albania expressed his Government's appreciation for the successful cooperation with UNDP in his country and looked forward to the presentation of the second CCF.

210. The Executive Board authorized the Administrator to approve assistance to the Republic of Congo on a project-by-project basis for 2000-2001.

211. The Executive Board authorized the Administrator to approve assistance for Afghanistan on a project-by-project basis for the period 2000-2003.

212. The Executive Board took note of the report on earmarkings for the target for resource assignments from the core for 2000-2003 (DP/2000/17).

213. The Executive Board took note of the following extensions of country and regional cooperation frameworks: first extension of the cooperation framework for technical cooperation among developing countries (DP/CF/TCDC/1/EXTENSION I), first extensions of the first country cooperation frameworks for Anguilla (DP/CCF/ANL/1/EXTENSION I), Barbados (DP/CCF/BAR/1/EXTENSION I), British Virgin Islands (DP/CCF/BVI/1/EXTENSION I), Dominica (DP/CCF/DMI/1/EXTENSION I), Grenada (DP/CCF/GRN/1/EXTENSION I), Guyana (DP/CCF/GUY/1/EXTENSION I), Saint Lucia (DP/CCF/STL/1/EXTENSION I), Saint Vincent and the Grenadines (DP/CCF/STV/1/EXTENSION I), and the first regional cooperation framework for Latin America (DP/RCF/RLA/1/EXTENSION I).

214. The Executive Board approved the second country cooperation frameworks for Kazakhstan (DP/CCF/KAZ/2), Kyrgyzstan (DP/CCF/KYR/2 and Corr.1) and Zimbabwe (DP/CCF/ZIM/2).

215. The Permanent Representative of Kyrgyzstan expressed gratitude to UNDP and the Executive Board for approval of the second country cooperation framework for her country.

216. The Deputy Permanent Representative of Zimbabwe thanked the Executive Board for approval of the second country cooperation framework for his country, noting the benefit to the poor through income-generating projects and work to combat HIV/AIDS.

Country review reports

217. The Associate Administrator noted the agreement of the Executive Board to discussion of ten highlighted country review reports per year at regular sessions. He informed the Executive Board that the country review reports for Algeria, Guatemala, Poland (together with its second country cooperation framework), and Uganda would be submitted to the Board at its third regular session 2000.

First country review report for Cambodia

218. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific introduced the first country review report for Cambodia (DP/CRR/CAM/1), which covered the period 1997-2000 and had been conducted by an independent team in September to October 1999. The review team had concluded that UNDP had played a critical role within Cambodia in transition from crisis to normalcy and had modified its programme as needs had changed. The strategic results framework for Cambodia was an appropriate and up-to-date guide for activities in the country. The review had concluded that UNDP was deeply involved in a policy dialogue with the Government and had played an important role in strengthening partnerships and in aid coordination. The strategy of UNDP was to pair capacity-building for promoting local level socio-economic development and governance with institutional strengthening at the central and provincial levels.

219. The Deputy Assistant Administrator of the Regional Bureau for Asia and the Pacific noted that a reform programme would be announced by the Government of Cambodia in April 2000.

220. The Deputy Permanent Representative of Cambodia expressed gratitude for the assistance of UNDP, which in the 1990s had addressed vast and complex needs, including settlement of refugees and mine clearance as well as democratic reform. Assistance at the regional level had also been quite valuable. As a least developed country, Cambodia still faced challenges in the areas of poverty and reform. His Government welcomed plans for an Executive Board field visit in May 2000.

221 One delegation underlined the importance of de-mining activities in Cambodia. The speaker noted that upstream coordination was required in view of the multiple funding sources in the country. In Cambodia, the diverse approaches and types of activities gave rise to difficulties when determining objectives that were acceptable to all parties.

First country review report for Uzbekistan

222. The Officer-in-charge of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) introduced the first country review report for Uzbekistan (DP/CRR/UZB/1), which examined the implementation of the first CCF for Uzbekistan (1997-1999). The findings had been discussed and agreed with the Government in July 1999. She drew attention to the highlights of findings of the review, including the focus on jobs and incomes, democracy, governance and participation, environment and promotion of regional dialogue, including those elements in each area that had been included in the first CCF. The review had stressed the need to follow a consistent, focused approach to programming, avoid an ad hoc allocation of resources and ensure greater coherence among UNDP-supported initiatives. The review had also emphasized the need for a joint Government-UNDP strategy to increase prospects for sustainability of key institution-building initiatives. Development of a comprehensive resource mobilization strategy was recommended.

223. The representative of Uzbekistan expressed gratitude for the country review report, noting that it gave a clear picture of the initial problems faced during the tenure of the first CCF. He expressed gratitude to both the former and current resident representatives who had served in Uzbekistan. He noted that close cooperation with UNDP in the area of democratization, governance and participation would hopefully lead to future successful programmes.

224. One delegation commended UNDP on its efforts to reduce the number of projects in Uzbekistan and to expand its activities outside of the capital. Additional information on the Centre for Human Rights was sought.

225. The Officer-in-charge, RBEC, noted that the second CCF for Uzbekistan was under preparation, taking into consideration the need to ensure sustainability, including in the projects involving the Centre on Human Rights and the Ombudsman's Office.

First country review report for Zimbabwe

226. The Officer-in-charge of the Regional Bureau for Africa introduced the first country review report for Zimbabwe (DP/CRR/ZIM/1). The review report covered the period 1997-99 and had been conducted by a team of independent experts in October 1999. He also referred in his remarks to the second CCF for Zimbabwe that had been approved by the Executive Board at the present session. During the period covered by the review, Zimbabwe had suffered from a declining macroeconomic condition and economic crisis as well as increasing poverty and increased HIV/AIDS infection. UNDP was found to have played a significant, critical role in macro-policy advocacy, mediation, facilitation, policy reform and funding. Some outputs had been adopted nationally as advocacy tools, including the national human development report and the land and drought-management policies.

227. The Deputy Resident Representative in Zimbabwe gave an overview of the findings of the country review report in the areas of development management, poverty reduction, environment management, HIV/AIDS, and support to the United Nations. The second CCF would further streamline programme activities begun during the time of the first CCF. Based on lessons learned, the new CCF would continue to focus on poverty reduction, development management, and cross-cutting themes, including gender and environment. The poverty-reduction area was the priority theme in Zimbabwe and would include social policy advocacy, community-support programmes, support for employment creation and HIV/AIDS. Through its work in the development management programme area, UNDP would continue to give strategic support to key policy reforms and processes, including advocacy for sound social and economic management, and strengthening the credibility and transparency of public global goods institutions and the policy leverage of stakeholders. An example was the support UNDP provided to Zimbabwe's National

Economic Consultative Forum, a consortium of government, civil society organizations and private sector representatives that work together to initiate and influence the national policy-making process. The Forum had recently introduced the idea of a national anti-corruption bill that was later presented to Parliament. UNDP would also continue to work with the government to refine and improve national execution modalities. UNDP would continue to support the government in implementation of its ratification of international environment conventions. It would also follow-up on the recommendation of the review terms to consider environment as a cross-cutting theme and mainstream environment in all programmes. The team had noted that UNDP had played a key role in advocacy against the spread of HIV/AIDS and had assisted in achieving the formation of a national policy for HIV/AIDS. There was effective collaboration among United Nations agencies in Zimbabwe in the area of HIV/AIDS through the United Nations country team. UNDP had been successful in coordinating the UNDAF in Zimbabwe and had also built a positive working relationship with the Bretton Woods institutions in Zimbabwe, especially the World Bank.

228. The Executive Board took note of the first country review reports for Cambodia (DP/CRR/CMB/1), Uzbekistan (DP/CRR/UZB/1), and Zimbabwe (DP/CRR/ZIM/1).

229. One delegation took the floor to express support for the extension of the regional cooperation framework for Latin America and for technical cooperation among developing countries, expressing the hope that the Executive Board would receive increased reporting on both subjects.

X. United Nations Development Fund for Women

230. The Associate Administrator took the floor at the opening of the item on the United Nations Development Fund for Women (UNIFEM) to emphasize the close collaboration between UNDP and UNIFEM both at headquarters and at the country level. There were a number of joint programmes and parallel activities between UNDP and UNIFEM. Gender equality was central to the core mandate of UNDP and cut across all thematic priorities. He clarified that UNDP ensured, through the work of the Gender in Development Programme of the Bureau for Development Policy that its own policies, programmes and operations reflected its strong commitment to gender equality and the empowerment of women. The internal process of mainstreaming gender in UNDP was not being outsourced to UNIFEM. Both UNIFEM and UNDP were working toward effective modalities that could maximize the results of their support to programme countries in several key areas. UNDP could benefit from the experience of UNIFEM in many ways, he added. The Associate Administrator recognized the significant results achieved by UNIFEM during its previous Strategy and Business Plan and the vision presented in the new Plan, submitted to the Executive Board at its present session. He also congratulated UNIFEM for the consistent growth of its resource base.

231. The Associate Administrator presented the document entitled UNIFEM execution of UNDP projects and programmes: A joint UNDP/UNIFEM position paper (DP/2000/CRP.7). He noted that the close association between UNIFEM and UNDP should be reinforced through operational modalities that would provide for the financial compensation of expert services provided by UNIFEM in support of

UNDP programmes at the country level. UNIFEM had experience in direct execution of its own programmes and had in recent years executed some projects of UNFPA and UNAIDS. There had been extensive consultations within UNDP on a proposal that would enable UNIFEM to execute UNDP programmes in areas of its comparative advantage and also to strengthen further collaboration between the two entities.

232. The Executive Director of UNIFEM introduced the UNIFEM Strategy and Business Plan for 2000-2003 (DP/2000/15 and Add.1). She thanked the Executive Board for its support and partnership and recognized those countries that had either increased or maintained their support to UNIFEM. In a powerpoint presentation, the Executive Director gave an overview of the focus of the work of UNIFEM under the new Strategy and Business Plan, noting that the primary objective of UNIFEM remained the same — to work for women's empowerment and gender equality as determined by the Beijing Platform of Action. UNIFEM would concentrate on combating feminized poverty and gender-based violence, on building partnerships with Governments and civil society, and on promoting women's leadership and decision-making. UNIFEM, as a small catalytic fund, would pursue five strategies that had worked under the last strategy and business plan: (a) building capacity and leadership in women's organizations; (b) using advocacy and leveraging political and financial support; (c) forging new partnerships; and (d) piloting new approaches and building an operational knowledge base.

233. The Executive Director reviewed the key results of the last plan, which included enhanced political will for the goals of UNIFEM, creation of new partnerships, development of new skills, mainstreaming of gender in the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF), increasing and leveraging of new resources, working for new and strengthened conference follow-up and greater use of information technology. She noted that the Fund's resources had grown to $24 million in 1999 and its resource base had diversified to include contributions from the private sector and foundations. A definite shift from small scale to larger, long-term projects had taken place, with the majority of UNIFEM projects now budgeted at around $200,000.

234. The new Strategy and Business Plan had incorporated lessons learned from the last Plan and included discussion of key factors, such as the United Nations reform agenda and the UNDP transition process, the five-year review of the Beijing Platform for Action and the five-year review of the World Summit on Social Development, as well as changes in the external and internal environment. Income projections for the years 2000 to 2003 included scenarios of a 10 per cent ($35.6 million in 2003) and 20 per cent ($50 million in 2003) increase in income. The request to become an executing agency of UNDP specifically concerned projects within the Fund's areas of comparative advantage, where no appropriate national entity exists and where the Fund could prove beneficial.

235. Speakers taking the floor praised UNIFEM for its successful outcomes resulting from the previous Strategy and Business Plan and welcomed the new Plan, in particular for incorporating lessons learned and adopting a results-based approach. Several speakers referred to UNIFEM as a centre of excellence for its innovative and catalytic programmes promoting women's political empowerment and gender equality. Support was expressed for the thematic areas and core strategies of the new Plan. Delegations highlighted the success of UNIFEM activities in areas such as enhancing women's political participation, combating violence against women, strengthening the links between the outcomes of global conferences, its active role in inter-agency processes and successful collaboration and emphasis on building partnerships. The expanded and broadened financial base of UNIFEM and the move to larger-scale projects were also welcomed.

236. Particular note was taken of the Fund's assistance towards the participation of women representatives of non-governmental organizations from transition countries at the recent preparatory meeting of the Economic Commission for Europe for the review process of the Beijing Platform for Action. Several speakers expressed interest in the publication "Progress of the World's Women", especially regarding its indicators on women's economic activity, including those for the informal sector. One delegation noted that it would contribute financially to its production.

237. The further mainstreaming of gender was welcomed by many delegations, some of whom underlined the particular need to mainstream peace-building through the use of the common country assessment and the United Nations Development Assistance Framework. Some delegations requested information on how UNDP would mainstream gender following its internal reorganization. One speaker highlighted the growing interest in the development of accountability methods on gender mainstreaming. One delegation suggested greater cooperation between UNIFEM and the United Nations Drug Control Programme to combat the links between gender-based violence and narcotics trafficking.

238. Some speakers noted that problems remained, including the need to maximize programme impact and increase options and opportunities for women. One delegation emphasized that refining the objectives further would allow for a more accurate appraisal of the impact of the Fund's activities. Some speakers underlined the need for UNIFEM to focus its interventions within a limited portfolio to maximize the impact of its programmes. In referring to paragraph 23 (a) of DP/2000/15, several speakers noted that globalization could also benefit women by creating new economic markets and thus employment opportunities.

239. Many delegations expressed strong support for the inclusion of UNIFEM as an executing agency for UNDP projects, within the areas of its comparative advantage. Speakers requested information on the financial implications of the decision, as well as assurance that institutional relations between UNDP and UNIFEM would not be affected. It was also underlined that UNIFEM must maintain its identity, ability to form partnerships and capacity to innovate programmes and projects. One speaker also underlined the need for UNDP to give preference to national execution. Another delegation requested information on whether the General Assembly or Economic and Social Council needed to be consulted. Future country cooperation frameworks should include references to intended UNIFEM-executed projects.

240. The Associate Administrator thanked delegations for the strong support they expressed for the UNIFEM Strategy and Business Plan for 2000-2003. He hoped that financial support for the Fund would continue to grow. He informed the Executive Board that UNDP had obtained a legal opinion from the Office of Legal Affairs regarding the granting of executing agency status to UNIFEM for UNDP projects. Whether further review by the General Assembly or the Economic and Social Council was required would be confirmed.

241. The Assistant Administrator and Director of the Bureau for Development Policy stated that UNDP had its own gender mainstreaming policy as part of the implementation of the Business Plans 2000-2003. The Bureau for Development Policy had primary responsibility for implementing the policy. The Assistant Administrator noted that gender concerns were fully reflected in all policy work in environment and governance. She also emphasized that UNDP worked closely with UNIFEM at the inter-agency level. At the country level, gender mainstreaming took place through the network of gender advisers and United Nations Volunteers who were jointly funded by UNDP and UNIFEM. The network would be strengthened through the decentralization of the staff of the Bureau for Development Policy to the country level, some of whom would focus on gender. It was in the mandate of UNDP to support Governments in their efforts to overall poverty-reduction and -monitoring systems, within which gender would be a critical component gender-disaggregated data would be used. In this respect, UNDP relied on UNIFEM to provide inputs. While UNIFEM was not present in all programme countries, the UNDP resident representative in the context of resident coordinator led the country team in efforts to ensure mainstreaming and relied on UNIFEM to provide technical support.

242. The Executive Director of UNIFEM addressed the issues raised in the discussion. She stated that the indicators used in the CCA would be examined to ensure that they provided the baseline data needed to follow-up on conferences. She agreed that qualitative indicators must also be utilized. She explained that women must be assisted to take advantage of new opportunities and to overcome the challenges of globalization with efforts made to guarantee women's greater access to markets. She thanked the Board for its support for the granting of executing agency status to UNIFEM and took note of the concerns expressed. She underlined the positive synergies between UNDP and UNIFEM in sharing good practices in mainstreaming, sharing support to the resident coordinator system through gender advisers and enhanced activities with regard to the Convention on Elimination of All Discrimination against Women.

243. The Executive Board adopted the following decision:

2000/7. United Nations Development Fund for Women

The Executive Board

1. *Notes with appreciation* the results achieved by the United Nations Development Fund for Women in implementing the Strategy and Business Plan, 1997-1999, as contained in document DP/2000/15/Add.1;

2. *Recognizes* the significant progress made by the United Nations Development Fund for Women in becoming the centre of excellence within the operational activities for development of the United Nations system for innovative and catalytic programmes promoting women's empowerment and gender equality, in line with its mandate as contained in the General Assembly resolution 39/125;

3. *Reaffirms* the focus of the United Nations Development Fund for Women on strategic interventions in its areas of comparative advantage and within its three thematic priorities, and on supporting innovative and experimental activities in implementing the Strategy and Business Plan within the context of the Beijing

Platform for Action and of the follow-up to the five-year review of the Fourth World Conference on Women;

4. *Also reaffirms* the role of the United Nations Development Fund for Women in promoting gender-mainstreaming throughout operational activities for development of the United Nations system, in the context of the resident coordinator system and in particular within the common country assessment and United Nations Development Assistance Framework processes;

5. *Endorses* the programme focus, strategies and targets set out in the Strategy and Business Plan, 2000-2003, of the United Nations Development Fund for Women (DP/2000/15), taking into account the comments made by the Executive Board at its current session;

6. *Takes note with appreciation* of the conference room paper on UNIFEM execution of UNDP projects and programmes (DP/2000/CRP.7), prepared jointly by the two entities, and recommends that the Administrator include the United Nations Development Fund for Women among the organizations to which execution responsibility for United Nations Development Programme projects and programmes can be entrusted, with the understanding that such execution would be limited to cases in which the United Nations Development Fund for Women has a comparative advantage, where these programmes and projects cannot be executed by an appropriate national or regional entity, and where they are consistent with the strategies of the Fund set out in the Business Plan;

7. *Encourages* the United Nations Development Fund for Women to mobilize resources for its future activities from all available sources, including the private sector, and urges all Member States to contribute and to consider increasing their contributions to the United Nations Development Fund for Women.

6 April 2000

Closing remarks

244. The Secretary introduced the overview decision and invited the Board to review it carefully before adoption. She informed the Board that DP/2000/CRP.9, which contained an update to information presented in DP/2000/CRP.6 on funding commitments to UNDP, had been distributed. The Executive Board approved decision 2000/10 that contained an overview of decisions taken at the second regular session 2000.

245. The Associate Administrator gave closing remarks on behalf of the Administrator who had left to attend the meeting of the Administrative Committee on Coordination in Rome. He stated that the present session had been characterized by fruitful debates in the Board on a number of key subjects for UNDP. With regard to the funding commitments for UNDP, it was heartening to see the marked percentage increased by a number of important donors, signifying heightened confidence in the organization. The sincere expressions of concern and support elaborated by many speakers were also encouraging. Nevertheless, the Administrator shared the stark analysis of the current situation. The Administrator had stressed the critical need for urgent action and would be consulting further with the members of the Executive Board on the best way to secure the political will necessary. There had also been a good discussion on the role of UNDP in crisis and post-conflict situations. The views of the Executive Board would be taken carefully into account in the coming months in connection with the informal consultations and enhanced dialogue to be held prior to submission of a formal report in January 2001. Careful note had also been taken of the comments on the evaluation of the relationship between UNDP and UNOPS, a subject that the Board would revert to in future sessions as the recommendations were implemented, taking into account the final deadline of the annual session 2001 for pending issues. UNDP was heartened by the strong support for the Strategy and Business Plan 2000-2003 of the United Nations Development Fund for Women (UNIFEM) and the recommendation that the Fund be entrusted with execution responsibility for UNDP projects. The Associate Administrator thanked the Bureau of the Board for its dedication and assistance in ensuring a consensus on the various issues before the Board, including those that were quite difficult to resolve. He wished to bid farewell to Ms. Barbro Elm of Sweden and Ms. Leena Pylvanainen of Finland, who would be moving to other duties after the present session.

246. On behalf of the Executive Director and the staff of UNFPA, the Deputy Executive Director (Programme) thanked the Executive Board for a very meaningful and productive session. She noted that the lasting impression of the second regular session 2000 would be the richness of the debate, the free and frank exchange of views and the keen sense of partnership that had characterized the dialogue between the Board and UNFPA. She stated that UNFPA greatly appreciated the positive and constructive tenor of the comments and the guidance given by the Board. The Fund was pleased that the Board had encouraged strengthening the participation of UNFPA in the design and execution of sector-wide approaches in accordance with the Fund's mandate and comparative advantage. UNFPA appreciated the Board's support for the Fund's commitment to and involvement in the Secretary-General's reform programme and the provisions of the triennial comprehensive review; the follow-up to international conferences; and humanitarian and disaster relief. The Deputy Executive Director emphasized that UNFPA would continue to work closely on those issues with its partners in UNDG and elsewhere.

247. She noted that for UNFPA the multi-year funding framework (MYFF) had been the centrepiece at the second regular session. She thanked the Executive Board for supporting the MYFF process and noted that UNFPA greatly appreciated the encouragement and advice the Board had provided. She underscored that the MYFF was an evolving instrument and an unfolding process. UNFPA still had a way to go in terms of refinement and implementation of the MYFF. In that regard, the Fund had a road map and recognized the key markers and signs on the road map, but there were some uncharted areas and UNFPA would be relying on strong support and guidance from the Executive Board as it embarked on that important and critical journey.

248. The Deputy Executive Director expressed the Fund's deep appreciation to all the countries that had announced their voluntary contributions and schedules of payments. She conveyed special thanks to those donors who had increased their contributions and to the many countries that had announced multi-year pledges. She thanked the delegates of Japan, Canada and Ireland for facilitating the negotiations on the decisions pertaining to UNFPA. She thanked the President for ably leading the Executive Board through a session that had considered several important and complex issues. On behalf of UNFPA, she bade farewell to the delegates from Finland and Sweden and wished them success in their new undertakings. She concluded by conveying her special thanks to the conference service officers, the interpreters, and the secretariat, including UNDP colleagues and the staff of the UNFPA Executive Board Branch.

249. One delegation, on behalf of the Western European and Others Group, expressed deep gratitude to all the other Bureau members for their work during the session. The Group shared the view of the Associate Administrator that the dialogue had been fruitful during the present session. He noted that both organizations were still going through a difficult period in terms of their funding situations, and in the case of UNDP, its internal reform process. The Group was very interested in collaborating with the Secretariats on the functioning of those organizations, whose aim was to provide an optimal situation to meet the needs and requirements of programme countries.

250. The President thanked the Board members for their diligence on the important decisions taken during the session, in particular on the UNFPA multi-year funding framework. He also thanked his fellow Bureau members for their commitment to the work of the Board and their consistent willingness to negotiate difficult decisions. The Board would revert at future sessions to items taken up at the present session, including the UNDP financial situation and the role of UNDP special development situations, following informal consultations. He thanked the Secretariat, the staffs of UNDP, UNFPA, UNOPS and UNIFEM, as well as the conference officers, interpreters and all others who had helped to conclude a successful session.

251. The Executive Board concluded its work by adopting the following decision:

2000/10. Overview of decisions adopted by the Executive Board at its second regular session 2000

The Executive Board

Recalls that during the second regular session 2000, it:

Item 1: Organizational matters

Approved the agenda and work plan for its second regular session 2000 (DP/2000/L.2 and Rev.1) as orally amended;

Approved the report of the first regular session 2000 (DP/2000/9);

Agreed to the following schedule of sessions of the Executive Board in 2000 and 2001:

Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	25-29 September 2000*
First regular session 2001:	29 January-10 February 2001
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001

* *Subject to the approval of the Committee on Conferences*

Agreed to the work plan for the annual session 2000 of the Executive Board, contained in the annex to the present decision;

Took note of the Administrator's plan to pursue consultations with all partners to explore their individual interest in convening a ministerial-level meeting to address the current funding situation of the organization at the earliest appropriate date, taking into account all comments made during this session on that issue;

UNFPA segment

Item 2: UNFPA: sector-wide approaches

Adopted decision 2000/8 of 6 April 2000 on UNFPA and sector-wide approaches;

Item 3: UNFPA multi-year funding framework

Adopted decision 2000/9 of 7 April 2000 on the UNFPA multi-year funding framework, 2000-2003;

Item 4: Funding commitments to UNFPA

Took note of the report on funding commitments to UNFPA (DP/FPA/2000/CRP.4);

Joint UNDP/UNFPA segment

Item 5: Reports to the Economic and Social Council

Took note of the reports of the Administrator (DP/2000/11) and the Executive Director (DP/FPA/2000/7) to the Economic and Social Council and agreed to transmit them to the Economic and Social Council with comments made thereon;

Decided to transmit Executive Board decision 99/20 on the United Nations Revolving Fund for Natural Resources Exploration to the Economic and Social Council;

UNDP segment

Item 6: Business plans

Took note of the report: Meeting the challenge: the role of UNDP in crisis, post-conflict and recovery situations, 2000-2003 (DP/2000/18) and invited the Administrator to present to the Executive Board, at its first regular session 2001, a document that further elaborates on the specific role of the United Nations Development Programme in special development situations and to present concrete plans for its further implementation after a full and wide-ranging consultation process;

Took note of the executive summary of the evaluation: "Sharing new ground in post-conflict situations: the role of UNDP in reintegration programmes" (DP/2000/14);

Item 7: Funding commitments to UNDP

Took note of the oral report on the emerging results of the multi-year funding framework;

Took note of the report on regular funding commitments to the United Nations Development Programme and its associated funds and programmes for 2000 and onwards (DP/2000/CRP.6 and DP/2000/CRP.9 and Rev.1);

Item 8: Evaluation of relationship between UNOPS and UNDP

Took note of the executive summary of the evaluation of the relationship between the United Nations Office for Project Services and the United Nations Development Programme (DP/2000/13) and the note on the evaluation of relationship between UNOPS and UNDP: a joint review of the recommendations (DP/2000/CRP.8) and decided to revert to this item at its annual session 2001;

Item 9: Country cooperation frameworks and related matters

Authorized the Administrator to approve assistance to the Republic of the Congo on a project-by-project basis for 2000-2001;

Authorized the Administrator to approve assistance for Afghanistan on a project-by-project basis for the period 2000-2003;

Took note of the report on earmarkings for the target for resource assignments from the core for 2000-2003 (DP/2000/17);

Took note of the following extensions of country and regional cooperation frameworks:

First extension of the cooperation framework for for technical cooperation developing countries	DP/CF/TCDC/1/ EXTENSION I
First extension of the first country cooperation framework for Anguilla	DP/CCF/ANL/1/ EXTENSION I
First extension of the first country cooperation framework for Barbados	DP/CCF/BAR/1/ EXTENSION I
First extension of the first country cooperation framework for the British Virgin Islands	DP/CCF/BVI/1/ EXTENSION I

First extension of the first country cooperation framework for Dominica	DP/CCF/DMI/1/ EXTENSION
First extension of the first country cooperation framework for Grenada	DP/CCF/GRN/1/ EXTENSION
First extension of the first country cooperation framework for Guyana	DP/CCF/GUY/1/ EXTENSION 1
First extension of the first country cooperation framework for Saint Lucia	DP/CCF/STL/1/ EXTENSION 1
First extension of the first country cooperation framework for Saint Vincent and the Grenadines	DP/CCF/STV/1/ EXTENSION 1
First extension of the first regional cooperation framework for Latin America	DP/RCF/RLA/1/ EXTENSION 1
Approved the following country cooperation frameworks:	
Second country cooperation framework for Kazakhstan	DP/CCF/KAZ/2
Second country cooperation framework for Kyrgyzstan	DP/CCF/KYR/2 and Corr.1
Second country cooperation framework for Zimbabwe	DP/CCF/ZIM/2
Took note of the following country reviews:	
First country review report for Cambodia	DP/CRR/CMB/1
First country review report for Uzbekistan	DP/CRR/UZB/1
First country review report for Zimbabwe	DP/CRR/ZIM/1

Item 10: United Nations Development Fund For Women

Adopted decision 2000/7 of 6 April 2000 on the United Nations Development Fund for Women: Strategy and Business Plan, 2000-2003;

7 April 2000

Tentative work plan

Executive Board of UNDP/UNFPA

Annual session 2000, Geneva

(13 to 23 June 2000)

Day/Date	*Time*	*Item*	*Subject*
TUESDAY **13 JUNE**	**AM**	1	Organizational matters: Adoption of the agenda and agreement on the work plan
			UNFPA segment
		2	Report of the Executive Director for 1999
	PM		*UNFPA SPECIAL EVENT*
			Panel discussion: Adolescent Reproductive Health
WEDNESDAY **14 JUNE**	**AM**	2	Report of the Executive Director for 1999 (continued)
		3	ICPD+5
	PM	7	Emergency assistance
THURSDAY	**AM**	6	UNFPA programming process
15 JUNE	**PM**	4	Evaluation
FRIDAY **16 JUNE**	**AM**	5	Information and communication
			Pending decisions
	PM		*UNDP/UNFPA joint segment*
		8	Internal audit and oversight
		14	*Other matters: UNAIDS*
MONDAY **19 JUNE**	**AM**		*UNDP segment*
		9	Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR)
	PM	9	Annual report of the Administrator for 1999, including the ROAR (continued)
TUESDAY **20 JUNE**	**AM**	9	Annual report of the Administrator for 1999, including ROAR (continued)
		10	Communication and advocacy strategy
	PM	11	United Nations Volunteers
WEDNESDAY	**AM**	12	Country cooperation frameworks and related matters
21 JUNE	**PM**		*UNDP SPECIAL EVENT*
			Debate on the future of United Nations operational activities for development
			(*timing tentative*)

Day/Date	*Time*	*Item*	*Subject*
THURSDAY **22 JUNE**	**AM**	13	United Nations Office for Project Services – Annual report of the Executive Director – Responsibility of UNOPS for personnel matters (dec. 99/17)
	PM	13	United Nations Office for Project Services (continued)
	EVENING		*Informal meeting with NGOs/CSOs*
FRIDAY **23 JUNE**	**AM**	1	Organizational matters
	PM		Pending decisions

Annex

Executive Board of UNDP and UNFPA

Second regular session 2000
Funding commitments to UNDP

Statements by delegations

1. The representative of *Australia* informed the Board that firm pledges could not yet be announced for 2000. The regular contribution to UNDP was likely to remain at the 1999 level of 6.8 million Australian dollars. The final contribution would be announced in May 2000 and paid in July 2000. While the total pledges for 2000 to the UNDP regular budget were less than the target of $800 million, the trend to increase or maintain contributions in local currencies at a time when official development assistance levels remained static was a cause for optimism. Reform in UNDP was another cause of optimism. His delegation encouraged the Administrator and his staff to continue to increase the efficiency of UNDP, including through the MYFF. Australia had contributed 360,000 Australian dollars in 2000 to UNIFEM, which was paid in February 2000.

2. The representative of *Austria* underlined the serious nature of the current funding situation of UNDP. However, if UNDP continued its reform process, then perhaps in the coming year the Administrator would not need to present proposals to terminate the current funding system. Austria fully supported the work of UNDP in development cooperation. Regret was expressed over the fact that in Austria it was becoming difficult to market UNDP to politicians and to explain the work of UNDP. Furthermore, Austria had financial constraints and had to fulfil its financial obligations to the European Union. The country's regular contribution to UNDP in 2000 would be 73.6 million Austrian Shillings. A contribution of $10 0000 would be made for the launch of the Global Energy Forum. Contributions of $60 000, $50 000, and 600 000 Austrian Shillings would be made for UNIFEM, UNV, and UNCDF, respectively. The Administrator's proposal for a ministerial meeting on UNDP financing needed further study. His delegation agreed with the Swiss proposal to utilize bilateral visits to stress the importance of multilateral development cooperation.

3. The representative of *Bangladesh* announced a pledge of $400 000 to UNDP for 2000, a 33 per cent increase from 1999. That increase would be maintained in 2001-2002. The payment of government contributions towards lost office costs (GLOC) would amount to 1.1 million Bangladesh taka. Contributions of $3 500, $1 000, and $1 000 would be made to UNCDF, UNV and UNIFEM, respectively.

4. The representative of *Belgium* stated that a pledge for the regular contribution to UNDP in 2000 could not yet be announced as discussions were still underway. However, his Government intended to remain a member of the $1.00/per capita "club". Contributions of 500 000 euros, 2.5 million euros, and 1.25 million euros to UNIFEM, UNV, and UNCDF respectively, would be made for 2000-2002. Payment would be made in the first part of the second quarter of 2000.

5. The representative of *Bulgaria* underlined that regular contributions were the primary funding source for UNDP, with non-core as a supplement. The MYFF had

been designed to generate a more dramatic dialogue through multi-year pledges. Overdependence on a few donors created risks for the long-term financial sustainability of UNDP. It was hoped that the downward trend in core resources would soon be reversed. Bulgaria would make a core contribution of $20 000 and $75 000 in government local office costs in 2000.

6. The representative of *Canada* noted that the Administrator's proposals would be considered. Canada was unable to announce pledges for 2000 owing to a delay in the procedure for allocating resources. Contributions would be at levels equal to that of recent years and would be confirmed soon. The full amount would be paid as soon as confirmed. An additional contribution to the implementation of the Administrator's Business Plans 2000-2003 would be made in the amount of 500 000 Canadian dollars.

7. The representative of *China* stated that his government recognized the importance of UNDP in development assistance and had supported the efforts of UNDP to implement reform measures. Donors should increase their core contributions to UNDP in order to demonstrate support for the Administrator's reform programmes and restore confidence in the organization. China would contribute $3.15 million to UNDP in 2000, which included $150 000 devoted to programmes for technical cooperation among developing countries (TCDC). Pledges for 2001 and 2002 could not yet be announced. A pledge of 2.5 million Yuan for GLOC was also announced. China would contribute $30 000, $30 000 and $20 000 to UNV, UNCDF and UNIFEM, respectively.

8. The representative of the *Czech Republic* announced contributions to UNDP regular resources equivalent to $236 000, $270 000 and $284 000 for 2000, 2001 and 2002, respectively. Those figures were indicative and subject to parliamentary approval. The regular contribution to UNDP reflected an almost 30 per cent increase, which would be 14 per cent higher in 2001. Payment would be made by the end of April 2000. The increase came in appreciation of the work of UNDP in the Czech Republic and in light of reform measures undertaken. The Czech Republic was committed to multilateral cooperation and to the role of UNDP. A contribution of 1.25 million Czech Koruny, or $34 000 to UNV for 2000 reflected a 25 per cent increase over 1999, an amount that would be maintained in the future. Payment would be made by the end of September 2000. The representative expressed her delegation's full support to the Administrator and to the successful implementation of the MYFF.

9. The representative of *Denmark* underlined that regular contributions were the bedrock of UNDP funding, adding that the downward trend must be reversed. The proposal for a new funding system deserved serious consideration as it could put UNDP on a more solid financial basis and diminish the dependence of the organization on a limited number of donors. The proposal for a ministerial meeting would be explored further. Strengthened policy focus was the key to delivering services at the country level. In 2000, Denmark would contribute 420 million Danish kroner, the same level as in 1999 (equivalent to about $55 million). It would be paid in two equal instalments. Contributions of 55 million Danish kroner to UNCDF (about $7 million) and 3 million Danish kroner to UNIFEM would also be made. Pledges for 2001 and 2002 could not yet be announced. The representative noted that the Danish development strategy for development cooperation was currently under review.

10. The representative of *Estonia* announced an estimated total government allocation of $1.2 million to UNDP in 2000. The division between regular and GLOC contributions would be decided. She noted that the UNDP country office in Estonia would be closed at the end of 2000.

11. The representative of *France* announced a contribution of 500 000 French francs to UNV and 8 million French francs to UNCDF. A contribution of 500 000 French francs to UNIFEM was the first in four years. A regular contribution of 100 million French francs would be made to UNDP in 2000, an increase of 25 per cent over 1999. Close examination of the results of the pledges to UNDP for 2000 revealed a less pessimistic situation than that implied in current discussion. The representative noted that the level of regular funding was comparable to that announced at the same time last year, taking into account the strong United States dollar. Only a few countries had announced a reduction in their contribution, which did not represent a disengagement or lowering of overall political will. It was also necessary to keep in mind that the first MYFF had only been adopted in September 1999. The first results-oriented annual report would be presented in June 2000. At present it was too early to speak of the demise of the MYFF. France could not yet take a position on the proposals of the Administrator. The representative noted that the IDA-type funding arrangement was not a new proposal. It had been discussed in theOpen-ended Ad Hoc Working Group on Funding in 1998 and had not been supported by a large number of donor and programme countries. His delegation was, however, open to political dialogue and discussion on the future of UNDP.

12. The representative of *Ghana* expressed concern over the current funding situation, particularly because programmes would be negatively affected. A further 10 per cent reduction in the core budget would present additional difficulties. She underlined that non-core contributions should not be a substitute for core contributions. Ghana's contribution would be 25 per cent more than in 1999 and 20 per cent more in 2001-2002. A contribution to UNIFEM would be maintained for 2000-2002. The Administrator's proposals would be considered carefully.

13. The Secretary of the Department of Economic Affairs of the Government of *India*, underlined that promoting of development and supporting the national development efforts of developing countries, was the touchstone on which his country would judge the efficiency and effectiveness of the entire United Nations system. The ability of UNDP to make a difference in the lives of millions of people in developing countries had to be the primary purpose of multilateralism. Within its constraints, India had been making substantial contributions to the core resources of a number of United Nations entities, including UNDP and its associated funds and programmes. It was necessary that the work of UNDP be better known in the decision-making circles of the major donor countries, since those decisions were made primarily in light of domestic considerations. No system of funding would alter that fundamental premise. Change would only occur when those nations genuinely perceived that it was in their interest to contribute to multilateral development cooperation conducted under the aegis of the United Nations. Political will was lacking, a factor that could not be easily countered by modifications in the pledging system. He noted that a primary advantage of United Nations operational activities was their multilateral, universal, country-driven, neutral and impartial nature, truly representing the only form of financing that respected the national development priorities of recipient countries, a factor that must not be altered in any new contributions system. His delegation, therefore, had some reservations about the

possible negative impact of the IDA-type negotiated system of contributions. It was too early to write the epitaph of the MYFF, he noted. Contributions by India to UNDP, UNIFEM and UNV were announced at the last Pledging Conference of the General Assembly in November 1999, with payments to be made as early as possible.

14. The representative of *Ireland* called the Administrator's message pragmatic, realistic and clear. It was a message that should be heeded, in his government's view, in the present situation. Ireland had once again increased its regular contribution to UNDP in 2000 by 35 per cent. Payment would be made in full by the end of April 2000. Ireland was also raising its contributions to UNIFEM and UNV and would contribute to UNCDF in 2000 for the first time. He noted that 2000 marked the twelfth annual increase to UNDP in 13 years. The reasons were commitments: (a) to development; (b) to reaching the gross national product target of 0.7 per cent for development assistance; and (c) to multilateralism and to UNDP. Having been at the forefront of change through the United Nations Development Assistance Framework, the resident coordinator system, change management and the Business Plans 2000-2003, UNDP was now implementing its first MYFF, thereby securing its position as a results-based organization. Those efforts deserved assistance. Ireland called on others, who had not recognized its role to support UNDP and to ensure its survival. Signs of renewed faith could now be seen, he noted, although some donors were decreasing their contributions as a result of internal processes. It was essential that UNDP be allowed to remain a vibrant development arm of the United Nations, with core resources remaining the bedrock. UNDP had done its part through the MYFF process.

15. The representative of the *Islamic Republic of Iran* announced a regular contribution to UNDP of $10 000 for 2000, subject to parliamentary approval. A strong UNDP would facilitate poverty reduction.

16. The representative of *Italy* announced an increase of 26 billion Italian lire in the country's regular contribution to UNDP in 2000, amounting to a difference of some 20 per cent over 1999, which would be paid by July 2000. An announcement for 2001 and 2002 could not yet be made. Italy would also increase its contribution to UNIFEM to 7 billion Italian lire, an increase of 20 per cent over 1999, in recognition of the importance of its work. A contribution of 2.3 billion Italian lire to UNV represented an 8 per cent increase over 1999. The Italian government was strengthening its commitments as part of an overall expansion of official development assistance. The importance of extrabudgetary resources was also recognized, particularly with regard to emergencies and natural disasters, in which the Italian government was also directly involved. The representative noted the efforts of UNDP to bring about progress, especially through greater focus and impact on beneficiaries. The donor base could be broadened through greater involvement of the private sector.

17. The Deputy Permanent Representative of *Japan* expressed appreciation for the statement of the Administrator and for his implementation of the Business Plans 2000-2003. The Administrator's work to form a consensus on the Business Plans 2000-2003 through dialogue among donors and programme countries was highly commendable. Strong relationships with both donors and programme countries were essential in the Administrator's task to make UNDP a viable development organization in the 21st century. UNDP must prove to donors that it would be able to

make the most of its contributions and to programme countries that it would remain a viable source of development assistance. He underlined that it was important for the Administrator to maintain a tight grip on country-level activities and to maintain a strong link between policy formulation and operations at the field level. He cited that the key comparative advantage of UNDP was its role as the most active operational organization at the country level. Lessons learned at the country level need to be applied to the upstream policy framework. It was important for UNDP to cooperate with other organizations to fill in the "gap" in the early stages of the move from emergency to development. The efforts of UNDP to strengthen partnerships within the United Nations system, with regional organizations and with the Bretton Woods institutions were welcomed. Multi-bi cooperation must be promoted, he underlined. The Administrator was encouraged to continue to focusing on human-security issues, such as poverty, environmental degradation and HIV/AIDS. A contribution of $100 million to UNDP regular funding was confirmed for the fiscal year 2000, a 25 per cent increase over fiscal year 1999. Japan would also contribute $1.416 million to UNIFEM, $2.933 million to UNV and $1 million to UNCDF. Owing to government regulations, Japan would be unable to make commitments for future fiscal years at the present stage. Contributions were being made despite the severe financial difficulties Japan faced. His government was convinced that UNDP should play a key role in assisting developing countries and hoped that the Administrator would take quick action to meet the needs of those countries. UNDP needed the support of all to remain a viable instrument. He hoped his statement would encourage other contributions.

18. The Permanent Representative of *Kyrgyzstan* to the United Nations thanked the Administrator for his statement, noting that he had demonstrated clear ways to resolve the problems faced by UNDP in terms of funding commitments. The reforms made by the management of UNDP were of high importance. Her country was grateful for the assistance provided by UNDP since independence, particularly with regard to the efforts made to help construct a democratic society. Kyrgyzstan was facing very difficult times with a slowing of economic growth and with funds being absorbed by unanticipated military activity. Nevertheless, the country would allocate $5 000 to UNDP in a core contribution for 2000.

19. The representative of *Mexico* underlined the importance of United Nations programmes devoted to operational activities. His government would maintain its voluntary contribution of $1 million to UNDP regular resources in 2000, despite budgetary constraints. Mexico would contribute $10 000 to UNIFEM in 2000.

20. The representative of the *Netherlands* announced that a regular contribution of 155 Dutch guilders (equivalent to about US $68 million) would be made to UNDP in 2000, the same level as in 1999. He noted that in 1999 the Dutch contribution had amounted to more than 10 per cent of the total regular resources of UNDP. It would have been optimal for underperforming donors to have increased their regular contributions to UNDP. Those donors who supported reform should also support UNDP as it begins to focus on a small number of strategic areas where a real difference could be made and undertakes internal reform measures. His government was interested in the ministerial meeting proposed by the Administrator. It was difficult at the present time to give an indication of the contribution of the Dutch government in the future. If reform was successful and underperforming donors would contribute, then the Dutch contribution could increase. He hoped that all donors would translate their political support into financial contributions

proportional to their financial means. A contribution to UNCDF of 15 million Dutch guilders (around $7 million), representing some 25 per cent of the regular income of the Fund, would be made in 2000. Contributions of 6.4 million Dutch guilders (around $2.8 million) to UNIFEM and 750000 Dutch guilders (around $350 000) to UNV, would also be made in 2000.

21. The representative of *New Zealand* stated that 4.6 million New Zealand dollars had been paid in a UNDP regular contribution for 2000 in February 2000. Contributions to UNIFEM would amount to 300 000 New Zealand dollars, and to UNCDF, 350 000 New Zealand dollars. The contribution to UNDP represented a 22 per cent increase in local currency. New Zealand supported results-based management through the MYFF process. All contributions depended on parliamentary approval. Contributions in 2001 and 2002 would be the same as those for 2000 in New Zealand dollar terms. His country would ensure that annual payments were made as early as possible. The proposals of the Administrator regarding the ministerial meeting and the IDA-style funding system would be considered. It was hoped that the gap between reform and funding would soon be filled. New Zealand continued to support UNDP and its associated funds.

22. The representative of *Norway* stated that any proposal to raise the international commitments to UNDP would be considered positively, but the delegation was not yet prepared to respond formally to the proposals made by the Administrator that morning. The idea of negotiated contributions, however, was very much in line with the position of the Norwegian Government. Despite the hope for a turnaround in the second pledging meeting and the adoption of the MYFF, the funding situation had not yet improved. Changes in exchange rates should not mask the fact that some donors and programme countries increased their contributions in local currencies. There were thus reasons for optimism. It was possible that the low funding levels were actually impeding reform. Norway supported the role of UNDP in the United Nations system and planned to continue its support to the organization. Pledges for 2001 and 2002 could not yet be announced. For 2000, Norway would contribute 560 million Norwegian kroner, an increase of 10 million kroner over 1999. Contributions of 29 million Norwegian kroner to UNCDF and 16 million Norwegian kroner to UNIFEM were also pledged. Payment to UNDP would be made quarterly, in January and July 2000 to UNCDF and during the first half of the year to UNIFEM.

23. The representative of *Portugal* announced that it would maintain its contribution of $1.6 million to UNDP regular resources in 2000. A contribution of $20 000 was pledged to UNIFEM for 2000. A contribution to UNV would be announced at a later date. Portugal was not in a position to announce its contributions for future years at the present time.

24. The representative of the *Republic of Korea* underlined that the success of the MYFF lay in the linkage between funding and results. Owing to domestic procedures, his government could not make a concrete pledge for 2000 at the present session. His government would try to contribute the same amount as in 1999 during the second half of 2000. The same level of contribution as in 1999 would be maintained to UNV, UNCDF, and UNIFEM. Contributions for 2001 and 2002 could not yet be announced.

25. The representative of *Romania* emphasized the positive work of UNDP in development. His government reaffirmed its continued commitment to United Nations system operational activities. Despite budgetary restrictions, Romania

would contribute the equivalent of approximately $110 000 as regular contribution and in government local-office costs in the second half of 2000. The contribution represented an increase over the 1999 level.

26. The representative of *Spain* announced that its contribution would be confirmed once the new government was in place. He noted the large increase made by Spain in its 1999 contribution and stated that in 2000 the amount would be 840 million pesetas. His government hoped that the Administrator would pay an official visit to Spain in the near future.

27. The representative of *Sweden* stated that in April 1999 there had been great hope that UNDP would break the downward trend in its funding cycle. It was now evident that expectations would not be met. The Administrator had called it a crisis, and noted that the present system of contributions might need to be terminated. The funding level for UNDP for 2000 was on the same level as in 1999. It was particularly regrettable that some donors had decreased their contributions significantly, demonstrating the vulnerability of the system to the actions of individual donors. Currency fluctuations provided an additional risk. She noted that the speedy and timely payment of pledges on a fixed date, such as 31 March, could help to diminish concerns raised by those fluctuations. It was encouraging that so many countries had pledged increases, including programme countries. The proposal for IDA-type arrangements would facilitate pledging for donors and ensure greater transparency and predictability. That type of arrangement, adapted to the realities of the United Nations system, had been favoured by Sweden for a long time and should be considered. The proposal for a ministerial meeting would be taken into consideration, although no firm views could be expressed at the present time. It was essential to raise a collective political commitment to UNDP. In spite of budgetary constraints Sweden would increase its contribution to UNDP for 2000, by an amount equivalent in local currency to more than $1 million. Unfortunately, owing to currency fluctuations, the increase was not readily visible. The regular contribution to UNDP for 2000 would be 500 million Swedish kroner, equivalent to about $57 million at current exchange rates, to be paid in January and September 2000. Although subject to parliamentary approval, Sweden intended to contribute the same amount in 2001 and 2002. The contribution should be seen as a preliminary multi-year commitment. If an overall process toward greater political commitment was achieved, Sweden would be prepared to engage in that process which would be reflected in its pledges for the coming years. Sweden would contribute 10 million Swedish kroner to UNIFEM, a 25 per cent increase over 1999, and 42 million Swedish kroner to UNCDF, the same level as in 1999.

28. The representative of *Switzerland* emphasized that it had been a reliable supporter of UNDP for many years. The high level of contribution came in response to the role of UNDP in coordination efforts, in advisory functions and as a universal presence. His government shared the concerns of the Administrator, especially regarding funding in the short run. With regard to funding, UNDP had a handicap as compared with other multilateral organizations, such as IDA and regional banks. The representative, however, he was unsure if an IDA-like replenishment system would be accepted for UNDP. The proposal for a ministerial meeting needed further study. Other venues for discussion should be pursued, such as during the OECD/DAC meetings and the World Bank annual meetings. Programme countries could also use the opportunity of donor visits to discuss multilateral contributions. It was important to look at the big picture regarding contributions to UNDP, and to

note that many donors increased or maintained their contributions. The Swiss contribution would be confirmed in the coming weeks. Contributions to UNIFEM and UNV would be maintained at 1999 levels. Its contribution should be examined in light of heavy budgetary constraints and compared with that of other donors.

29. The representative of *Ukraine* announced a regular contribution of $30 000 to UNDP for 2000. The funds would be allocated as early as possible.

30. The representative of the *United Kingdom* stated that his government would work to help the United Nations play a key role in poverty eradication and sustainable development. UNDP had an important role to play in the four major areas noted in the Business Plans 2000-2003. Results-based management through the MYFF process should demonstrate UNDP strengths and weaknesses in particular areas and countries. The Executive Board could thus take decisions on emerging strengths. UNDP should not operate in all sectors in all countries or where it did not have a comparative advantage. In 1999, his Government had announced an increase to 35 million pounds annually for regular contributions to UNDP in 2000 and 2001. In 2000, to demonstrate its support, his Government announced that it would maintain that level in 2002. An increased contribution to 2 million pounds to UNIFEM was also announced for 2000-2001, representing a doubling of the 1999 level.

31. The Deputy Permanent Representative of the *United States* underlined the continued commitment to reform in UNDP. Unfortunately, the parties who made the funding decisions for her Government were not in the room and there was a resultant gap between budgeting and UNDP. It was discouraging that decision-makers did not have confidence in the organization. The Administrator's statement must be translated into practical actions by UNDP at the country level, especially in the area of crisis and post-conflict situations. The reduction of headquarters staff demonstrated the seriousness of the Administrator's intentions. In 2000, the United States would contribute $80 million, an amount that was in the process of being paid. It was regretted that the amount was not higher in light of the achievements of UNDP. The decision had been made two years earlier and should not be seen as indicative of the views of the United States regarding UNDP. The President's budget request for 2001 included $90 million in a regular contribution for UNDP. A contribution of $1 million would be made to UNIFEM in 2000 and 2001, in recognition of its positive role and expansion through its relationship with UNDP.

Part Three
Annual Session

Held in Geneva from 13-23 June 2000

I. Organizational matters

1. The President, H. E. Mr. Vladimír Galuška (Czech Republic), opened the session.

Agenda, documentation and work plan

2. The Secretary of the Executive Board elaborated on the elements contained in document DP/2000/L.3, the provisional agenda, list of documents and work plan for the session. It was unfortunate that some of the documentation had been issued late in the official languages, in particular the UNDP results-oriented annual report (DP/2000/23/Add.1). One document submitted to the annual session that had not appeared in DP/2000/L.3 was the second country cooperation framework for Azerbaijan (DP/CCF/AZE/2). The first extension of the first country cooperation framework for El Salvador (DP/CCF/ELS/1/EXTENSION I) had been withdrawn and would be re-submitted at a future session. She noted that a revised work plan had been distributed to the Executive Board. Informal meetings would be held during the UNDP segment on the methodology of the results-oriented annual report (ROAR) and on the UNDP role in crisis and post-conflict situations, focusing on natural disaster reduction. A meeting between the Board, civil society organizations and non-governmental organizations would also be held. The Secretary reminded the Board that statements were limited to five minutes.

3. The Secretary of the Board noted that the item on the Joint United Nations Programme on HIV/AIDS (UNAIDS) would be taken up at the first regular session 2001. The proposed contributions of UNDP and the United Nations Population Fund (UNFPA) to the United Nations system strategic plan for HIV/AIDS for 2001-2005 would be submitted to the Board at that time, as requested in Economic and Social Council decision 1999/36, paragraph 9(c). An oral update on UNDP assistance to Myanmar would be given at the third regular session 2000, with a written report submitted at the first regular session 2001. The annual report of UNDP on evaluation would be submitted at the third regular session 2000.

4. The Chief, Executive Board Branch, UNFPA, informed the Board that UNFPA had also experienced delays in issuing its documentation, owing to the need to prepare for three sessions in six months. He thanked the conference staff that had worked very hard to enable the availability of the documentation. He then reviewed the items before the Board under the UNFPA segment and the special event on adolescent reproductive health that would be held on 13 June.

5. One delegation stated that Rule 5 of the Rules of Procedure of the Executive Board of UNDP and UNFPA had not been fulfilled in that documentation had not been available six weeks in advance in the official languages. The 15-page limit for policy documents had also not been respected. The speaker requested that item 9 on the Annual Report of the Administrator, including the ROAR, be postponed to the third regular session 2000. He added that conference room papers should be used as background, and not to present information on which the Board would take decisions. The same delegation, during the

discussion under item 9, reiterated that the provisions of Rule 5.7 of the Rules of Procedure has not been met. Another delegation, speaking after the adoption of decision 2000/15, requested that draft decisions be made available in the working languages of the Executive Board.

6. The Secretary stated that all the Executive Boards faced the same problems with regard to the timely issuance of documentation. The general problem which needed to be addressed was that of the capacity of the United Nations Conference Services. She noted that it was difficult to condense certain documents into 15 pages. She noted that the Board had not been asked to make a decision related to the conference room paper DP/2000/CRP.10. The Secretary stated that late submission had prevented the texts of draft decisions from being available in the working languages owing to time and human constraints. In such cases, if needed, the draft text of decisions could be read from the podium for simultaneous interpretation.

7. The Executive Board approved the agenda and the revised work plan for its annual session 2000 (DP/2000/L.3) as orally amended.

8. The Executive Board approved the report of the second regular session 2000 (DP/2000/20).

Schedule of future sessions

9. The Executive Board agreed to the following schedule for the future sessions of the Executive Board in 2000 and 2001:

Third regular session 2000:	25-29 September 2000*
First regular session 2001:	29 January-9 February 2001
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001*

* Subject to the approval of the Committee on Conferences

10. The Executive Board agreed to the work plan for the third regular session 2000 of the Board, as contained in the annex to decision 2000/17.

11. The Executive Board held the UNFPA special event, "Adolescent Reproductive Health", on 13 June 2000 and the UNDP special event, "Contribution to the Debate on the United Nations Operational Activities for Development and the Key Role of Partnerships", on 22 June 2000.

12. One delegation requested that decision 2000/12 of 16 June 2000 on the UNFPA programming process be brought to the attention of the Administrator. The Administrator, as chair of the United Nations Development Group was requested to act, in accordance with the decision, in close collaboration with the heads of other United Nations funds and programmes.

13. The Administrator informed the Executive Board that the ministerial meeting on UNDP would be held on Monday, 11 September 2000. The Secretary-General would open the meeting. Background papers would be provided to all invited delegations by 21 July 2000 in draft form. Following consultations, the working papers would be finalized by 28 July 2000.

UNFPA segment

II. Report of the Executive Director for 1999

14. The Executive Board had before it the Report of the Executive Director for 1999, as contained in documents DP/FPA/2000/8 (Part I), (Part I, Add.1), (Part II), (Part II, Corr.1) and (Part III).

15. In her introductory remarks, the Executive Director touched on a number of important issues and developments. She noted that the recent UNFPA Global Meeting had provided an opportunity for UNFPA field and headquarters staff to come together to discuss such crucial issues as the implications of the ICPD+5 for the UNFPA programme; the current funding situation and strategies for securing a stronger funding base for the future; and the implementation of results-based management and the multi-year funding framework (MYFF). It also enabled UNFPA staff to discuss how to better organize headquarters functions in support of field operations.

16. She said that the Fund's annual report for 1999 took a somewhat different approach than in previous years, focussing on only three themes (adolescent reproductive health, partnerships, and the MYFF) instead of providing an overview of the Fund's activities in all programme areas and in all regions of the world. The aim was to go into greater depth on a few aspects of the Fund's programme so as to provide a better understanding of how UNFPA works in these areas.

17. Adolescent reproductive health and partnerships were important aspects of UNFPA's work every year. They were also particularly highlighted during the ICPD+5 review and were the subject of two separate forums prior to the Hague Forum in February 1999. The development of the MYFF was central to the work of UNFPA in 1999, and its implementation was one of the Fund's organizational priorities for the year 2000. The annual report thus reviewed how the MYFF was developed and highlighted the initial steps that had been taken to integrate the MYFF approach into all of the Fund's operations.

18. The Executive Director informed the Executive Board that UNFPA had had a net over-expenditure of $6 million for 1999 and that the Fund had drawn down on its operational reserve in that amount. The main reason for the drawdown, she said, was that UNFPA had not received the income that had been expected for 1999. UNFPA staff across the organization had tried to preserve gains made in countries with programmes approved by the Board while slowing down expenditures as much as possible. She stressed that the responsibility for the non-implementation of the programmes due to the non-availability of resources at the level approved had to be shared by everyone. She therefore appealed to Board members to raise this issue, which was essentially one of political will, in their capitals. She said it was a shame that resources could not be mobilized at a time when countries were moving ahead

to implement the visionary agenda of the ICPD with effective programmes that had been approved by the Board at what had been very modest levels.

19. Following a brief review of the Fund's current resource situation, the Executive Director stressed again that the mobilization of core resources was a shared responsibility of everyone. She asked all Member States to help ensure that the level of UNFPA's general resources would once again reach $300 million a year, as was the case during the immediate post-ICPD years. In this connection, she appealed to programme countries to contribute to UNFPA in at least three ways – with a pledge to the Fund's core resources in local currency, with a contribution to the cost of the UNFPA office in their respective countries, and with cost-sharing of the programme.

20. She concluded by expressing to the Board her deep appreciation for the continuing very professional dialogue, partnership and constructive guidance that it provided to UNFPA.

21. During the discussion that followed numerous delegations acknowledged the good work done by UNFPA during the past year, particularly in connection with the ICPD+5 review and appraisal process. Many delegations welcomed the annual report's focus on two key areas of the Fund's work, namely, adolescent reproductive health and partnerships, although some would have preferred a more analytical and results-oriented report. They therefore looked forward to the Fund's first results-oriented annual report next year.

22. Several delegations commended the work of UNFPA in addressing adolescent reproductive health and encouraged the Fund to continue its work in that area. One delegation noted that focusing on youth was a successful strategy for arresting the spread of HIV/AIDS. Numerous delegations praised the special event panel discussion on adolescent reproductive health organized by UNFPA on the opening day of the session. One delegation described the special event as one of the most thoughtful and informative panels she had attended in a United Nations setting. The same delegation called on UNFPA to use South-South cooperation modalities to share the lessons learned in the area of adolescent reproductive health.

23. Numerous delegations welcomed the work undertaken by UNFPA on its multi-year funding framework (MYFF). A number of delegations underlined that education and training in results-based management for staff were critical for the success of the MYFF. In pointing out that the missing element of the MYFF was resources, several delegations called on the Executive Board, as well as the international community as a whole, to ensure predictable, assured and increased resources for UNFPA. While expressing deep regret about the decline in UNFPA funding, several delegations noted their concern about the reduction in UNFPA funding for advocacy and for programming, especially in category A countries. A number of delegations acknowledged the Fund's efforts to help countries implement

the ICPD Programme of Action and achieve the ICPD+5 goals and benchmarks, in spite of declining resources.

24. Many delegations welcomed the Fund's partnerships with civil society, other United Nations entities, the World Bank, the European Union and bilateral agencies. A number of delegations welcomed the Fund's partnerships with the media, parliamentarians and other decision makers, and commended UNFPA on its work with traditional and religious leaders, noting in particular the cultural sensitivity that characterized that work. Several delegations noted the Fund's commitment to United Nations reform and its collaboration with its United Nations partners. One delegation urged UNFPA to develop closer partnerships with donor government bilateral cooperation schemes, including with government-affiliated research institutes, parliamentarian associations, and local governmental and non-governmental organizations (NGOs) in its own country. Another delegation was surprised that partnerships with UNIFEM had not been mentioned in the report. One delegation noted in particular the Fund's role as a co-sponsor of UNAIDS, while another underscored the need to ensure that United Nations agencies in the field sent consistent messages on HIV/AIDS prevention. The delegation urged UNFPA to play a more active role in the HIV/AIDS theme groups and encouraged the Fund to share lessons learned in the field with its headquarters and with UNAIDS.

25. Several delegations encouraged the Fund to participate in the World Bank's Comprehensive Development Framework (CDF) and Poverty Reduction Strategy Papers (PRSPs). One delegation asked if the Common Country Assessment (CCA) was needed in a country that had a PRSP. Several delegations were pleased to note that in many countries the CCA had replaced the Fund's Country Population Assessment (CPA). A number of delegations called on UNFPA to increase its involvement in sector-wide approaches (SWAps). One delegation urged UNFPA to bring its essential policy inputs and experience to the table when health or education SWAps were being formulated and elaborated. The delegation encouraged UNFPA to take advantage of the advocacy and policy development opportunities offered by SWAps.

26. A number of delegations were pleased to note the work undertaken by the Global Initiative on Reproductive Health Commodity Management and welcomed the Fund's leadership role in promoting a secure supply of reproductive health commodities. A number of delegations encouraged UNFPA to regularize the staff currently allocated to the initiative. One delegation noted that it was pleased that UNFPA had taken the Executive Board's suggestion to include in all new country programmes submitted to the Board a section on reproductive health commodity needs and plans for meeting those needs. Another delegation observed that the global initiative was not sufficiently reflected in the core work of many UNFPA country programmes. The delegation looked forward to the strategy paper being prepared for the consultative meeting scheduled to take place in September 2000 and renewed its offer to provide support and assistance in the preparation of the strategy.

27. In her response, the Executive Director thanked the members of the Executive Board for their positive comments on the work of UNFPA and on her leadership of the Fund. She greatly appreciated the Board's support and congratulatory remarks, particularly on the work of the UNFPA staff.

28. She thanked the Executive Board members for the appreciation they had expressed regarding the special event on adolescent reproductive health and for their active and engaged participation in the discussion. She noted that governments had been very open to and supportive of the work of UNFPA in the sensitive area of adolescent reproductive health. She said that the organization of the special event, in itself, marked the great progress that had been made in addressing adolescent reproductive health issues. She reiterated the comment she had made during the panel discussion, namely, that schoolteachers must fulfil their moral and professional duty towards their students and that no criminal activities of any kind should be condoned for any reason. She underscored the importance of changing attitudes to ensure and safeguard the health and well-being of young people. She concurred that advocacy was essential and urged the Board to continue to support advocacy and to ensure that consistent messages on reproductive health and other key issues emanated from the governing bodies of the United Nations funds and programmes and specialized agencies, including UNICEF, WHO and ILO.

29. Regarding the decline in the proportion of resources for advocacy, she pointed out that some advocacy activities were included under reproductive health; also, some of the decrease in resources for advocacy resulted from an increase in resources for reproductive health. She underscored that UNFPA attached great importance to advocacy. With regard to the decline in resources for category A countries, she observed that while there had been a decline in absolute terms, the trend indicated increasing amounts for those countries in percentage terms.

30. With reference to the structure of future annual reports, she noted that the MYFF process would be implemented over a period of time. She observed that capacity had to be built both within the Fund and at country level to collect data from national systems and to monitor programme results, adding that data systems and monitoring systems constituted one key area that needed strengthening. In some countries, data systems were weak and/or data were not collected on an annual basis. She noted that technical assistance should be provided not just from UNFPA but also from other donors. She observed that all the UNFPA country programmes recently approved by the Executive Board did contain quantitative and qualitative goals. She pointed out that UNFPA was institutionalizing results-based management throughout the organization and operationalizing the MYFF. Results-based management would be introduced in all new country programmes and retroactively introduced in all country programmes approved during the last three years.

31. Concerning reproductive health commodity security, she noted that UNFPA attached high importance to meeting the need for contraceptives and other

reproductive health commodities. She appreciated the offer by one delegation to assist in that area. She noted that UNFPA Country Technical Services Team (CST) advisers and UNAIDS advisers would also assist in the area of logistics management of commodities. She welcomed any suggestions that Executive Board members might wish to offer.

32. Regarding the private sector initiative, she noted that UNFPA was seeking to promote public-private partnerships in a number of countries, including in Egypt and India. Social marketing was strong in India and Pakistan, as well as in Albania, Burkina Faso and Egypt. She noted that the private sector initiative would be reviewed in early 2001.

33. The Executive Director agreed that the World Bank's Comprehensive Development Framework was not a mechanism of the United Nations system and pointed out that the World Bank was being encouraged to use the CCA, which was under the leadership of national governments. She explained that UNFPA only undertook a CPA exercise in cases where the CCA had not adequately covered the core programme areas of the Fund. She observed that the PRSPs could not replace the CCA, as they were available only in a few countries. She noted that the burden on UNFPA country offices had increased due to the requirements of numerous monitoring and reporting mechanisms, and underscored the need to rationalize and streamline reporting requirements.

34. She noted that the Fund's annual AIDS Update, which highlighted the work of UNFPA in the area of HIV/AIDS prevention, was available in the conference room. She observed that UNFPA had a strong partnership with UNAIDS. This was borne out in a recent UNAIDS review of its work with UNFPA, in which UNAIDS had commented very positively on the partnership with UNFPA. UNAIDS had provided advisers who were attached to each of the UNFPA CSTs.

35. She stated that in the area of maternal mortality reduction and safe motherhood UNFPA worked closely with WHO, UNICEF and the World Bank. The UNFPA country offices had been instructed to develop a coordinated action plan with partners in the field. She noted that UNIFEM was an important partner of UNFPA, including in the Fund's Technical Advisory Programme.

36. She concurred that SWAps were an important modality and indicated that the Fund's initial reluctance to participate in them arose from the fact that reproductive health was not included in the health guidelines. However, following the Fund's discussions with the World Bank, reproductive health had now been included in the guidelines.

37. Concerning the involvement of traditional and religious leaders in promoting population and reproductive health issues, she noted that successful work had been undertaken with religious leaders in the Islamic Republic of Iran and in other

Muslim countries. She stressed the need to stay open to dialogue and partnerships with religious and traditional leaders.

38. The Executive Director thanked the Government of the Netherlands for its support and the contributions it had announced, as well as a number of other donor countries for the increase in their contributions. She urged other donors to follow suit and noted that the decline in resources was having a negative impact on programme momentum and on countries' progress in achieving ICPD goals.

39. The Executive Board took note of the Report of the Executive Director for 1999, as contained in documentsDP/FPA/2000/8 (Part I), (Part I, Add.1), (Part II), (Part II, Corr.1) and (Part III).

III. ICPD+5

40. The Executive Board had before it document DP/FPA/2000/9, a report entitled "Future directions of UNFPA in light of the outcome of the five-year review of the International Conference on Population and Development (ICPD+5)", submitted in response to decision 99/18.

41. In introducing the report, the Executive Director noted that it dealt with the substance of the Fund's work. She observed that at the third regular session 2000 the Executive Board would have before it a report reviewing the Fund's resource allocation system. She made the general point that UNFPA would continue to maintain a balance between the scope of support and the availability of resources. She noted that the report (DP/FPA/2000/9) had been prepared on a close parallel track with the multi-year funding framework (MYFF) in order to ensure a unified and complementary approach. The three programme priority areas agreed by the Board shortly after the ICPD were clearly reflected in the goals selected for the MYFF, and the MYFF also identified advocacy as a major strategy to achieve the proposed results.

42. She observed that within the Fund's overall mandate, UNFPA was responding to major challenges still remaining in the implementation of the ICPD Programme of Action, which were identified in the ICPD+5 review process. This included: the lack of reliable data and indicators to identify needs and priorities to plan effective programmes; insufficient financial resources; the increasing problems of adolescents such as unwanted pregnancies and HIV infection, and the sensitivity concerning adolescent reproductive health in a number of countries; insufficient technical capacity at national level; the still to be achieved full involvement of civil society and the private sector; continuing gender inequality; unacceptably high levels of maternal mortality; the worsening of the HIV/AIDS epidemic; and continuing political instability and emergency situations throughout the world. She stated that global trends in demographic and reproductive behaviour patterns had obliged UNFPA to put greater emphasis on a number of issues, including: a life-cycle approach taking account of the lengthening of the reproductive cycle, though reproduction itself was becoming increasingly compacted into a shorter period of time; adolescents, since they now represented the largest ever cohort, and their needs for reproductive and sexual health continued to grow; population ageing, already a concern in industrialized countries, and increasingly becoming a concern in many developing countries; and migration and urbanization, and its social and economic consequences.

43. She noted the need for UNFPA to take account of trends in health sector reform and sector-wide approaches (SWAps) in order to ensure that reproductive health information and services were integral components of those processes; to ensure that the Fund's support to reproductive health programmes was part of the overall strengthening of basic health systems; and to ensure that such processes also strengthened logistics management, and health information and data systems for programme management and monitoring. Experience in a number of countries

showed that health sector reform and the broadening of the reproductive health agenda had broadly compatible aims and objectives.

44. In reflecting on the Fund's future role against that backdrop, UNFPA had come to two main conclusions. First, that the three core programme priority areas of reproductive health, including family planning and sexual health; population and development strategies; and advocacy, remained valid. At the same time, there was a need to sharpen the focus of the Fund's work within those areas to more effectively assist countries in responding to the challenges of the ICPD and the ICPD+5 and in meeting the agreed goals and benchmarks. Secondly, there was a need to strengthen the linkages between the three core programme areas, so that they became more mutually reinforcing. The Fund's support would continue to focus on and respond to the priorities and needs of countries. Support would be provided in accordance with the principles and objectives of the ICPD Programme of Action, which had been reaffirmed in the resolution adopted by the General Assembly at the special session on ICPD+5.

45. The Executive Director then briefly discussed each programme priority area in turn, giving an overview of the Fund's proposed focus and strategy. Referring to the issue of working arrangements and partnerships, she noted that the report provided an overview of the wide variety of arrangements and mechanisms through which UNFPA sought to achieve its results, including global and country level mechanisms, both with United Nations system partners, and with the broader group of development community partners. She stated that the Fund's fundamental objective was to harmonize its work, to maximize coordination and collaboration, and to incorporate population and development issues into the overall context and content of development processes.

46. She observed that in some areas UNFPA would clearly take the lead, for example, in assisting Governments in the overall operationalization of reproductive health programmes, and in ensuring reproductive health commodity security. In other areas, such as HIV/AIDS, UNFPA would play its specific role under the overall framework, and technical and policy guidance provided by UNAIDS. UNFPA would continue to look to WHO to provide the overall policy framework for health and health systems development, and to provide the specific standards, technical guidance, technical tools, and norms for all aspects of reproductive health. In the area of maternal mortality and morbidity reduction, UNFPA would work within the overall framework agreed between UNFPA, WHO, UNICEF and the World Bank. On gender issues, the Fund would continue to work with a number of partners, particularly UNIFEM, with whom UNFPA collaborated on a number of global advocacy issues. In the area of population and development policies and strategies, UNFPA would continue to work in close partnership with its United Nations partners, particularly with the United Nations Population and Statistics Divisions. To increase programme effectiveness and efficiency, UNFPA would devote increased attention to developing knowledge bases in all areas of its work, and sharing information through new information technologies and South-South mechanisms.

47. During the ensuing discussion, several delegations expressed their appreciation for the documentation and noted that the report (DP/FPA/2000/9) clearly set forth the priority aims and areas of the Fund's work. Numerous delegations were pleased to endorse the Fund's three core programme priority areas and the substantive focus within each area. A number of delegations stated that the Fund's specific priorities and role needed to be spelled out more clearly. One delegation pointed out that choices needed to be made about where and how best UNFPA could obtain maximum impact in order for available resources to be used most effectively. A number of delegations stressed the need to strengthen linkages between the programme priority areas and asked how that would be achieved. One delegation cautioned that while flexibility was important it was necessary to ensure that it did not lead to a loss of focus. Numerous delegations appreciated the focus on youth and adolescents and also welcomed the emphasis on MYFF. A number of delegations stated that future reporting on follow-up to ICPD+5 should be included in the results-oriented annual report of the MYFF. One delegation noted that it was not clear how the report (DP/FPA/2000/9) related to the MYFF and recommended that the linkages be spelled out more clearly Several delegations underscored the importance of placing greater emphasis on advocacy. Several delegations emphasized the important role of UNFPA in the areas of maternal mortality reduction and HIV/AIDS prevention. Numerous delegations underscored that UNFPA had a key role to play in assisting countries in reaching the goals of ICPD and ICPD+5. Several delegations stressed the need to increase funding for UNFPA, noting that otherwise it would be difficult for programme countries to achieve the ICPD+5 goals and benchmarks. Several delegations expressed appreciation for the support provided by UNFPA and commended the work undertaken by the Fund in their respective countries.

48. One delegation underscored that it would like UNFPA to focus its future activities on two key areas where it had a solid comparative advantage: the delivery of commodities and related reproductive health services, especially those related to HIV/AIDS prevention; and advocacy to continue raising awareness about the importance of ICPD and ICPD+5 goals. The delegation stated that UNFPA should not use its own financial resources to support research and development of new contraceptive methods. Instead, the Fund should use its comparative advantage to advocate for others to fund such work. Another delegation stated that UNFPA should provide support to countries that would like to undertake research and improve family planning methods. The delegation added that support should also be provided for data collection, research and policy development on issues related to ageing.

49. One delegation emphasized the need to focus attention on the forgotten group of young married girls. The delegation underscored that they needed the same support as unmarried adolescents with regard to reproductive health information and services. Another delegation urged UNFPA to further integrate HIV/AIDS prevention in its work, and renewed its offer to further its dialogue with the Fund on that matter. The delegation underscored the importance of supporting

male involvement in reproductive health and urged the Fund to focus greater attention on changing male behaviour in order to prevent HIV/AIDS.

50. One delegation called attention to the many population problems confronting its country, including an acute decline in population, particularly in rural areas; declining health of the population; increased morbidity among adolescents; and decreasing employment for women. The delegation underscored the need for cooperation from the international community in addressing those problems.

51. One delegation, speaking also on behalf of another delegation, stressed that UNFPA should play a lead role in lowering maternal mortality, including through ensuring access to family planning and post-abortion care. The delegation added that in the area of HIV/AIDS the Fund should intensify its role in enabling countries to plan, secure and promote products, in particular condoms, that help to protect against infection. The delegation emphasized the need to focus greater attention on reproductive health commodity security, and renewed its offer to take that role forward. The delegation noted that it had expected the report (DP/FPA/2000/9) to have further information on the human resource requirements and organizational and structural issues that faced the Fund as it carried out its leadership role in assisting countries in implementing the goals of ICPD and ICPD+5.

52. One delegation, while noting that SWAps were becoming increasingly important in many programme countries, urged UNFPA to ensure that it played an active role in SWAps, including ensuring that UNFPA advice and expertise were available to governments when crucial decisions were being made about future policy in the Fund's area of expertise.

53. One delegation stated that elimination of violence against women was a precondition for progress. The delegation underscored the need to empower women and eradicate discrimination against women and girls. Another delegation asked for information regarding how UNFPA would translate into action its focus on eliminating traditional practices that were harmful to women and girls. The delegation also asked to know how the Fund would support data collection and policy research and analysis on emerging population issues.

54. One delegation highlighted the need for UNFPA to assist programme countries in grappling with the issues associated with ageing populations on the one hand, and the increasing period of sexual maturity for young people, before marriage and family-formation commenced. Referring to paragraph 63 of the report (DP/FPA/2000/9), the delegation stated that it was puzzled to note that UNFPA would promote access to new communication technologies. The delegation asked what strategic use of such technologies was foreseen by the Fund. The same delegation also cautioned against the use of terminology that implied the acceptance of the World Bank's Comprehensive Development Framework (CDF), which remained a pilot framework. Another delegation encouraged UNFPA to take into

account the World Bank's CDF and Poverty Reduction Strategy Papers (PRSPs) and recommended that the Fund use the circular system for timely sharing of information between headquarters and the country offices. The delegation wondered if the Fund's participation in PRSPs would greatly increase the burden on country offices and if additional personnel and resources would be required.

55. In her response the Executive Director thanked the delegations for their comments and questions. She observed that several of the comments had referred to adolescents, male involvement, and HIV/AIDS prevention. She took note of the important comment highlighting the need to address the reproductive health needs of married adolescents. She stated that while the reproductive health concept had gained broad acceptance following ICPD and ICPD+5, greater attention needed to be focused on the reproductive health needs of adolescents. She pointed out that in South Asia most girls were in marriage. She added that while it may not be possible to prevent all early marriages, more work could certainly be done on early pregnancy prevention. She noted that in a number of countries with high rates of contraceptive prevalence, maternal mortality still remained very high. That indicated that there was a need to address adolescent reproductive health. With reference to maternal mortality, she also underlined the need to reduce anaemia and undertake advocacy to promote birth spacing. Regarding addressing the complications of unsafe abortion, she noted that WHO provided the technical norms. She noted that the Bill and Melinda Gates Foundation had provided a grant to Columbia University for maternal mortality reduction and that UNFPA was collaborating with Columbia University in the implementation of various activities at country and global levels.

56. With regard to HIV/AIDS, she stressed that protection was of central importance in prevention strategies, including changes in behaviour, particularly male behaviour. She noted that the incidence of HIV was higher among girls/women than among boys/men, and specific attention should be focused on reaching young girls through HIV/AIDS prevention strategies. Concerning CDF and PRSPs, she noted that the Fund was aware that they were not United Nations system exercises. However, the issues needed to be discussed in an open manner as they concerned all programme countries and donor countries. Regarding fundraising, she noted that efforts were under way also at country level. However, more needed to be done in that regard with the private sector. She observed that at a recent meeting of private foundations she had learned that such foundations were providing approximately $300 million a year for funding population programmes. At the meeting, the foundations had expressed keen interest in having access to UNFPA, to its expertise and knowledge in the area of reproductive health and had requested the Fund's help in identifying programmes for funding. She added that UNFPA had already begun work in that regard with the David and Lucile Packard Foundation. She noted that private sector partnerships were being explored in a number of countries, including Egypt, India and Thailand.

57. Regarding the recommendation of one delegation that UNFPA not fund contraceptive research and development, she stated that it was a logical

recommendation and noted the need for the private sector to increase investment in that area. However, there were some areas where research was very useful to countries and to the Fund, particularly, for example, research on the effectiveness and safety of contraceptives. She concurred that UNFPA should play a lead role in advocacy for achieving ICPD and ICPD+5 goals and benchmarks. She observed that in the area of population and development strategies, emphasis would be placed on promoting an enabling environment and on supporting data systems. On the subject of the elimination of harmful traditional practices, she noted that UNFPA had supported much work on eliminating female genital mutilation (FGM). She added that 17 countries had passed laws to ban FGM. She noted that in Kenya, UNFPA had worked successfully with local populations and United Nations partners to address FGM. She pointed out that UNFPA had organized a regional conference involving 28 countries to discuss how various harmful traditional practices should be addressed. She noted that in some countries advocacy was directed towards governments to bring about change. Regarding the question on the requirements of various coordination mechanisms, she observed that a great deal of the burden fell on country offices and it was important to increase staff resources in the field, wherever possible. She concluded by reaffirming that UNFPA support was provided in response to programme country priorities and needs and in accordance with the principles of the ICPD Programme of Action.

58. Before adopting the following decision, in response to one delegation's query, it was clarified that the term "programme country" referred to "recipient country".

59. The Executive Board adopted the following decision:

2000/11

Future programme directions of UNFPA in light of the outcome of the ICPD+5

The Executive Board

1. *Takes note* of document DP/FPA/2000/9 and of the views expressed thereon at the annual session 2000;

2. *Endorses* the continuing use of UNFPA's three core programme areas: reproductive health, including family planning and sexual health; population and development strategies; and advocacy;

3. *Emphasizes* that UNFPA support should be focused on meeting the priority needs as identified by programme countries within the three core programme areas;

4. *Endorses* the proposed substantive focus within each core programme area as set forth in document DP/FPA/2000/9, and in particular encourages UNFPA to:

(a) Fulfil its leadership role as an advocate at global and national levels for reproductive health, population and development issues, and actions agreed at the International Conference on Population and Development (ICPD) and at the twenty-first special session of the General Assembly on the ICPD+5;

(b) Help to ensure that ICPD goals and ICPD+5 benchmarks of particular concern to UNFPA are achieved, through its role in:

> (i) Supporting development of population and development strategies, and helping to strengthen national capacity for data systems, analysis and population policy formulation, including for tracking progress in reproductive health and other key national population indicators;
>
> (ii) Leading and supporting action on reproductive health, including family planning and sexual health, effective measures in the areas of maternal and adolescent reproductive health, prevention of sexually transmitted diseases, including HIV/AIDS, and reproductive health commodity security;
>
> (iii) Advocating these goals and benchmarks with the aim of moving reproductive health up on the development agenda and of promoting policy changes as appropriate;
>
> (iv) Working under the leadership of concerned programme country governments and in consultation with other development partners to ensure that population and development issues and reproductive health are properly addressed and coordinated in country-level programmes, including sector-wide approaches in health, education and other sectors, and other appropriate development assistance efforts;

5. *Endorses* the Fund's overall approach to collaboration and coordination within the United Nations system, and with other relevant stakeholders and organizations, and at the country level under the leadership of the concerned programme country government;

6. *Requests* the Executive Director to reflect and take account of the priorities outlined in the present decision in developing and refining the multi-year funding framework, as requested by the Executive Board in its decision 2000/9;

7. *Notes* with grave concern the financial situation facing UNFPA in fulfilling its leadership role as outlined above and the critical need for increased mobilization of resources from all sources, particularly from bilateral donors, the private sector, foundations and other appropriate sources.

16 June 2000

IV. Evaluation

60. The Executive Board had before it the periodic report on evaluation (DP/FPA/2000/10) submitted in response to Governing Council decisions 82/20 and 90/35 and Executive Board decision 98/12.

61. In introducing the report, the Deputy Executive Director (Programme) noted that the periodic report on evaluation (DP/FPA/2000/10) provided information on the findings, lessons learned and the uses of various types of evaluations of UNFPA-supported programmes and initiatives to improve monitoring and evaluation. She noted that the evaluation function at UNFPA was decentralized to programme management units. Country offices managed the evaluation of country level programmes while the evaluations of intercountry programmes were managed by the concerned Geographic Division or the Technical and Policy Division. The Office of Oversight and Evaluation (OOE) managed ad hoc independent evaluations, usually of a global nature, and served as the locus for development of monitoring and evaluation guidelines, methodologies and tools. She observed that a total of 316 projects in 103 countries were evaluated in the biennium 1998-1999. In addition to formal evaluations, all components of UNFPA-funded country programmes were subject to internal reviews annually and the country programme mid-term review.

62. She stated that UNFPA recognized that good monitoring and evaluation practices underpinned the results-based management (RBM) approach and were the cornerstone of an effective accountability framework. She summarized a number of initiatives undertaken by UNFPA to strengthen the monitoring and evaluation of UNFPA-supported programmes, including the establishment of an evaluation network; a review of current programme guidelines; and the preparation of a tool kit for monitoring and evaluation. She noted that UNFPA networked actively with other United Nations organizations on evaluation matters and promoted interagency collaboration. UNFPA had contributed substantively to the work of the newly established UNDP Evaluation Network. In 1999, a UNFPA officer led a mission to evaluate a UNDP-funded project. The Deputy Executive Director (Programme) noted that since 1999 UNFPA had been posting the findings of thematic evaluations on the UNFPA web site.

63. During the discussion, several delegations were pleased to note that evaluation findings were now available on the UNFPA web site. One delegation noted that the evaluation results and the lessons learned had not been expressed coherently in the report under consideration (DP/FPA/2000/10) and suggested that next year's report should be more analytical with tables included for each cross-cutting issue, delineating the positive and negative evaluation findings. In addition, recommendations should be provided on how to improve the negative findings. The delegation observed that given the adoption of a multi-year funding framework (MYFF) and a RBM approach, monitoring and evaluation would be critical tools for UNFPA to measure results. Noting that the existing evaluation guidelines did not respond to the RBM approach, the same delegation asked if UNFPA planned to modify the guidelines to bring them in line with the MYFF and the RBM approach.

64. Another delegation expressed concern that of the 29 country programmes that had ended during the period 1998-1999, only 9 had been evaluated, all of them in the Asia and Pacific region. The delegation asked why there had been such a low rate of compliance and why the evaluations had only been undertaken in one region and not the others. The same delegation also asked why end-of-cycle evaluations of intercountry programmes were not required, particularly since some intercountry programmes in the past had given rise to questions at the Executive Board sessions. With regard to the objectivity of evaluations, the delegation wondered if some time in the future it might be conceivable to undertake evaluations through regional offices to enable greater distance and objectivity.

65. One delegation, while noting that the well-written report had been exciting reading, stated that the results from the internal and external evaluations would be critical in view of the MYFF and the RBM approach. Underscoring the importance of the new developments in information technology, including the increase in electronic/Internet communications in recent years, the delegation stated that there was a need for short and clear messages relating to population and development issues. The delegation encouraged UNFPA to make further use of electronic means of communication to enhance its advocacy role in the area of population and development, including reproductive health. The same delegation stressed the importance of mainstreaming gender aspects in all development programmes and urged all development partners to strengthen their work in promoting gender equality. The delegation also asked UNFPA to elaborate on its conclusions on gender issues and the measures it planned to take in addressing them. Noting that strengthening national capacity was a necessity for successful programme implementation, the delegation recognized the Fund's critical role in national capacity building and encouraged UNFPA to foster participatory approaches to increase the sense of ownership at country level and to actively support governments in taking the lead in setting the national development agenda. The delegation supported the decentralization efforts undertaken by UNFPA to strengthen the capacity of its country offices. The delegation stated that the country offices should primarily engage local expertise to monitor programme implementation. The delegation asked to know more on the Fund's thinking about the sector-wide approach (SWAp).

66. One delegation, speaking also on behalf of two other delegations, underscored that evaluations were a vital part of the UNFPA programming cycle. The delegations noted that the report contained useful information on a number of issues that had been raised at the Fund's special event panel discussion on adolescent reproductive health held on the opening day of the Executive Board's annual session 2000, including the importance of forging links with traditional and religious groups; peer counselling; youth involvement in projects; and coordinated approaches to emergency assistance. The delegations observed that the reports would have benefited by elucidating how programme successes and failures were identified; how successful approaches were integrated into ongoing work; and how less successful activities were improved. The delegations stressed the importance of the end-of-programme evaluation exercise and asked why only 9 out of 29 country

programmes had carried out such exercises in 1998-1999. The delegations stated that use of the logical framework (logframe) would help to improve the evaluations undertaken by UNFPA as the logframe offered a systematic results-focused framework for analysing programme/project success. The delegations noted that the ROAR would rely on results-based evaluation of the work of UNFPA. The delegations emphasized that evaluation activities should be streamlined and coordinated so as not to overburden country offices with reporting duties.

67. One delegation, speaking also on behalf of another delegation, noted that the numerous illustrative results included in the evaluation report (DP/FPA/2000/10) provided a good sampling of the many challenges country programmes encountered. The delegations hoped that future evaluations would emphasize the following key components: results achieved; potential for sustainability; effective utilization of resources; and appropriateness of design for meeting expectations. The delegations noted that they had found several elements of the report troubling: only one third of the country programmes that ended during 1998-1999 were in compliance with the Fund's evaluation requirement; several elements of decision 98/12 had not been addressed, for example, there was no significant improvement in the analytical content of the report, and the annex on evaluation compliance requested by the Executive Board in decision 98/12 had not been provided. The delegations stated that they would prefer a synthesis of evaluation findings and how the findings would inform future strategies, programme design and management decisions. The delegations urged UNFPA to share the lessons learned with its partners and to promote their use. The delegations encouraged UNFPA to use existing practical aids and guides for its monitoring and evaluation tool kit, rather than have the evaluation network spend time developing them. For example, the Performance Review Branch of the Canadian International Development Agency (CIDA) had developed a series of information tools on evaluation as part of its initiative to link performance to development and CIDA would be pleased to provide those tools to UNFPA.

68. One delegation referring to paragraphs 49 and 50 of the report (DP/FPA/2000/10) endorsed the findings that projects in the area of gender equality should also focus on men and that greater attention should be given to identifying and meeting unmet needs for information among target audiences. The delegation stated that it was perplexed by the contents of paragraph 65 of the report and noted that it would prefer that such terms as "emerging donor trends" be avoided. The delegation categorically refused to accept such trends which would promote a culture of control instead of a culture of decentralization and respect for national priorities. Referring to paragraph 67 of the report, the delegation asked that a copy of the synthesis of the seven country case studies be made available to it for review and requested that dissemination of that report to the media be held in abeyance until such time as the members of the Executive Board had had an opportunity to review and discuss it.

69. One delegation noted that it attached great importance to evaluations as they were an essential tool for understanding the Fund's successes and failures and the

reasons for them. The delegation stated it had expected that those issues would be discussed more thoroughly and analytically with a clear delineation of conclusions, recommendations and subsequent changes in programme. The delegation welcomed the posting of evaluation reports on the UNFPA web site and underscored that it ..as very important to know what conclusions UNFPA drew from the evaluations and how the lessons learned were institutionalized. The delegation encouraged the use of the Internet to disseminate that information to country offices and asked how many UNFPA country offices had Internet access. In the interest of reducing the reporting work load of UNFPA, the delegation supported the idea of folding the evaluation report into the results-oriented annual report.

70. One delegation welcomed the rich mix of evaluation findings and noted that the report could be enhanced by including analysis on how the findings and lessons learned had influenced programme design and strategy. The delegation noted that the thematic evaluation of UNFPA-supported safe motherhood strategies had drawn important conclusions but they had not been fully reflected in the present report (DP/FPA/2000/10) nor in the report on the future programme directions of UNFPA in light of the outcome of the five-year review of the International Conference on Population and Development (ICPD+5), in document DP/FPA/2000/9. The delegation observed that it would have liked more analysis on the Fund's role and comparative advantage in supporting HIV/AIDS-prevention activities in sub-Saharan Africa. The delegation underscored that the evaluation findings and recommendations should inform and guide future programme implementation in light of the ICPD+5 review.

71. The Deputy Executive Director (Programme) thanked the delegations for their constructive comments. She noted that the UNFPA country offices were responsible for organizing the evaluations but did not conduct them themselves as external assessors were used to obtain an independent view. She noted that in the past evaluations had not been a requirement for all programmes/projects. As regards monitoring, she clarified that international experts were not hired to undertake monitoring though occasionally use might be made of the UNFPA Country Technical Services Teams (CSTs). She observed that gender mainstreaming was not an easy process, however, UNFPA had come a long way in its work in that area. The Fund was undertaking gender training with UNIFEM and also supported advocacy training for its own staff and national staff. She noted that it was important to undertake such work with the Fund's development partners. She emphasized that the Executive Director and UNFPA always stressed the importance of gender equity and equality and the need for gender mainstreaming and the Fund kept improving its guidelines on addressing those issues. With reference to connectivity, she noted that almost all UNFPA country offices had access to e-mail and about two thirds of the offices had access to the Internet. Meanwhile, the Fund was seeking to expand access to the Intranet. She assured the delegation that had asked for a copy of the report on a multi-country study that it would be made available, and that the findings of such studies were not released to the media prior to review by the Executive Board members. She noted that UNFPA was examining how to incorporate SWAps in its work and hoped to have some practical tool kits towards that end.

72. The Evaluation Officer, OOE, thanked the Executive Board members for their useful comments and questions. Responding to the queries concerning the low compliance rate for evaluations during the past year, she noted that the country offices were overburdened and had been unable to give sufficient attention to the evaluation of country programmes. She noted that OOE was revising the guidelines for evaluations and would provide different options for undertaking evaluations at various stages of programme implementation rather than only focusing on a comprehensive end-of-programme evaluation. She noted that an evaluation tool kit was being developed and would be incorporated in the training to be offered at country level, later in the year. She assured the Board members that at the country level all the findings and results of evaluations were used to design and develop programmes. She added that based on the results of evaluations work was under way to develop strategies to address policy issues. However, that process took time. She thanked CIDA for the publications it had shared with UNFPA and she assured the Board members that the Fund was not reinventing tools that already existed. She noted that the Fund would explore various options to make future reports more analytical.

73. The Executive Board took note of the periodic report on evaluation (DP/FPA/2000/10).

V. Information and communication strategy

74. In response to decision 97/13, the Director, Information and External Relations Division (IERD), presented an oral report on the Fund's information and communication strategy to the Executive Board. The oral report was accompanied by a power point presentation. The Director noted that 1999 had been an unusually busy year for UNFPA. It had also been the most productive year in the Fund's history, with a high number of information and communication activities undertaken in support of the five-year review of the International Conference on Population and Development (ICPD+5); the International Hague Forum; four preparatory committee meetings; the twenty-first special session of the United Nations General Assembly on ICPD+5; the Day of Six Billion; the 30th anniversary of UNFPA; and two regular annual events, namely, World Population Day and the launch of the report on The State of World Population. He noted that the ICPD+5 process had been supported by contributions from several Governments and private foundations. He expressed the Fund's sincere thanks to all of them. In the course of his presentation, he reviewed events, activities, results and impact, as well as constraints, lessons learned, and opportunities for the future.

75. The Director, IERD, noted that the goals of the UNFPA information and communication strategy remained the same as articulated in document DP/FPA/1997/8. At all levels, UNFPA sought to: increase awareness and understanding of the role and relevance of population in the development process and to build support for the activities of UNFPA; build support for the ICPD Programme of Action; and mobilize resources based on the consensus reached in Cairo in 1994. Also, at the country level, the Fund sought to build national capacity in the areas of population information and communication for reproductive health, population and development strategies, and advocacy, including for laws and legislation that would help create an enabling environment for population and development. The overall strategy was to enhance the Fund's institutional capability to present its messages effectively at all levels using the best and most cost efficient media possible. At the international level the Fund's strategy had focused on developing a government, parliamentary and public constituency for population and reproductive health programmes and for public and private funding. At the country level the strategy focused on advocacy to enhance programme implementation; to incorporate population into all development plans and policies; to make population and UNFPA visible at all levels; and to collaborate with other agencies and organizations of the United Nations system, civil society, including non-governmental organizations (NGOs), and donor agencies.

76. He observed that the results and impact of the UNFPA information and communication strategy could be seen in the worldwide coverage of population and development issues; public awareness; population and reproductive health policies and laws and legislation; national support for UNFPA programmes; involvement of civil society, NGOs, private sector and other development partners; web site visits; public service announcements; engaged local press; excellent editorials; sensitized journalists on population and development issues; growing recognition of the need for reproductive health assistance; and donor interest in funding.

77. The Director, IERD, noted that key lessons learned included the following: address sensitive issues forthrightly; rely on the validity of UNFPA programmes; create different messages to meet the needs of different audiences; use the most relevant media; do not take audiences in donor countries for granted. With regard to future plans, he noted that UNFPA would continue to build on its success and would address population and reproductive health issues more openly. UNFPA was recognized as a global leader in advocating policy improvements for reproductive health, reproductive rights, adolescent reproductive health, women's empowerment, gender equity and equality, and population and development strategies. He stated that in sharpening its information and communication strategy, the Fund would focus greater attention on cheaper more varied information technology; training; audience segmentation; and stronger partnerships with civil society, including NGOs, the private sector and other development partners. He pointed out that the constraints faced by UNFPA included: lack of adequate staff; need for additional staff training; inadequate funding; and a vocal, well-funded opposition that misrepresented and distorted the truth about the Fund's work.

78. He observed that UNFPA, in spite of its staffing and financial constraints, was doing its best to deliver results. With the adoption of the MYFF and results-based management, the Fund sought to be as efficient as possible. It was exploring all avenues in its search for resources and the U.S. Committee for UNFPA was seeking funds, inter alia, through shopping via the web. The Director, IERD, called on the Executive Board to help UNFPA: by using the tools that were already working and producing results, for example, the Face-to-Face Campaign, UNFPA Goodwill Ambassadors, the report on The State of World Population; by mobilizing resources so that the Fund could respond to needs and opportunities; and by promoting the Fund's good work to political leaders and the public. He invited members of the Executive Board to learn more about the work of UNFPA by meeting with the Fund's staff; going on field visits; reading UNFPA publications; visiting the Fund's web site; and sharing their feedback with the Fund. In conclusion, he noted that ultimately the goal was to save and improve lives, to help create opportunities and an enabling environment for all people, especially women, to reach their full potential so that they could enjoy a healthy and productive life.

79. Several delegations expressed their appreciation for the interesting and informative report and power point presentation. One delegation appreciated the resource orientation of the report. The same delegation stated that it would be useful if UNFPA could inform the Executive Board members every time a new item was posted on the UNFPA web site. Another delegation thanked UNFPA for an exciting presentation and noted that it had found the Fund's flagship publication the report on The State of World Population 1999 very useful, particularly when a number of questions about population had come up within the Government. The delegation asked what UNFPA perceived to be the linkage between communication strategies and behaviour change.

80. The Director, IERD, thanked the delegations for their comments and questions. He noted that it was very difficult to measure the success of communication strategies and campaigns and it was equally difficult to measure behaviour change and/or attribute it to particular communication strategies or campaigns. UNFPA always sought to be culturally sensitive in shaping its information and communication strategies and campaigns. The Fund provided information on benefits -- it did not seek to tell people what to do. He informed the Executive Board about the meeting of the Fund's Face-to-Face campaign which would take place in Geneva from 26 to 27 June, and would bring together all UNFPA Goodwill Ambassadors and several NGO and foundation partners. With regard to the UNFPA web site, he noted that new items were posted almost on a daily basis and it would be useful for all interested readers to check the web site at least once a week.

81. The Executive Board took note of the oral report on the UNFPA information and communication strategy.

VI. UNFPA programming process

82. The Executive Board had before it a document entitled "UNFPA country programming approval process" (DP/FPA/2000/11), submitted in response to decision 97/12.

83. In introducing the report the Deputy Executive Director (Programme) noted that it was the result of an in-depth review of the current programming processes of the Fund, with inputs from various sources, including a field survey and findings of the Policy Application Reviews and the country feasibility studies undertaken as part of the ongoing effort to shift towards a results-based approach. The wealth of information had guided UNFPA in assessing what aspects of the current programming approval process were working well and what aspects required further improvements. In reviewing the field survey results and other inputs, the Fund had been pleased to learn that the programme guidelines issued in 1997, taking into account decision 97/12, had been well received by users. The key principles for programme development had been effectively integrated into the programming process including, the promotion of national ownership of the programming process and the establishment of a participatory process involving key stakeholders in the assessment and formulation of the country programme. National ownership had clearly been strengthened under the new procedures. The UNFPA Country Population Assessment (CPA) was carried out by a national working group under the leadership of a national counterpart, instead of by an external mission, as in the past. The country programme was formulated by UNFPA in collaboration with the Government, in close consultation with all relevant partners. The current procedures were designed to be more inclusive of key stakeholders.

84. She noted that there were several opportunities for involvement in the programming process. Over the course of the CPA exercise inputs were sought from various sources at appropriate intervals and in-country meetings involving interested parties were organized to apprise them of the status of the CPA. At the end of the CPA exercise, an independent review was undertaken and an in-country briefing was held for key stakeholders. The CPA recommendations were shared with interested parties, including member states, upon request, as called for in decision 97/12. Clearly the process was much more inclusive compared to the arrangements in the past under the Programme Review and Strategy Development (PRSD) modality. However, UNFPA did recognize that it was not always evident to interested parties, when and how to secure their involvement in the process. UNFPA therefore proposed to undertake certain measures in order to ensure that all key stakeholders, including members of the Executive Board, were involved at key stages of the programming process as well as early in the process, so that their inputs might be taken into account in the formulation and finalization of the country programme document, prior to submission to the Executive Board.

85. The Deputy Executive Director (Programme) outlined the measures that would include posting the programme preparation plans of the Fund on the UNFPA web site to facilitate the systematic participation of stakeholders at various stages of

the programming process; establishing an in-country strategy meeting prior to preparing the country programme proposal; and ensuring that the current procedures, in particular those that offer opportunities for participation, were more strictly adhered to, such as broadening the membership in the CPA working group, conducting in-country briefings periodically and organizing an external review of the CPA. With those improvements, the Fund's country programming approval process would be the best available option, addressing all the major concerns, namely: to have a system which was inclusive and allowed the early involvement of key stakeholders in the programme development phase; to safeguard national ownership of the programming process; and to maintain an efficient and cost-effective arrangement which minimized the administrative burden on the Fund, both in the field and at headquarters. She noted that UNPFA would continue to make available the CPA recommendations to all member countries upon request and would ensure that any inputs received were taken into account in finalizing the country programme document. UNFPA also proposed to institutionalize informal briefings on the country programme proposal at headquarters for member states prior to its consideration by the Executive Board, with the assumption that any major programmatic concerns would have been addressed much earlier in the process. As regards harmonization efforts, she underscored that UNFPA would continue to play an active role in UNDG, and would pursue initiatives that promoted joint programming activities, while making every effort to further streamline programming guidelines and processes and reduce the administrative burden of those processes on all parties concerned, including the national counterpart. UNFPA would work with its UNDG partners towards strengthening the integration of the CPA exercise with the CCA and UNDAF.

86. During the discussion that followed numerous delegations praised the report for its clarity and lucid analysis that provided an objective evaluation of the arrangements currently in place. Numerous delegations were pleased to note that the survey had indicated that the CPA process was strengthening national ownership, building capacity and promoting cost efficiency. In particular, numerous delegations were pleased to note that the CPA process was more nationally owned than its predecessor the Programme Review and Strategy Development (PRSD) process. Several delegations were pleased to note that UNFPA would post programme preparation plans on its web site. A number of delegations encouraged UNFPA to integrate the CPA into the Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) processes and emphasized that the CCA and UNDAF should fully reflect the core programme areas of UNFPA. Several delegations stated that UNFPA should seek to improve the country programme approval process in close collaboration with other United Nations Development Group (UNDG) partners. One delegation was pleased to note that good progress had been made on the issuance of a guidance note by UNDG on common definitions for programming processes and products; an agreement on joint mid-term reviews; and the harmonization of the biennial support budget presentation. The same delegation urged UNFPA to embark on identifying, in close collaboration with UNDG partners, common results and appropriate indicators to measure achievements in the context of the multi-year funding framework (MYFF) and results-based management. A number of delegations underscored the role of the Executive Boards of the various funds and programmes in providing consistent

guidance. Several delegations observed that UNDG should tackle the issue of how the Boards could be more fully engaged in the process. Numerous delegations spoke in favour of simplifying and reducing the reporting required and underscored that the respective Boards should harmonize their own decision-making. One delegation proposed that one of the forthcoming joint Executive Board meetings be devoted to discussing the issue of harmonization of programming processes. The delegation noted that the high-level segment of the Economic and Social Council would also be discussing the issue of harmonization and hopefully some guidance would emerge.

87. A number of delegations voiced the view that opportunities for effective Executive Board input in country programming plans needed to be strengthened. One delegation, recalling decision 97/12, stated that one main concern of the Executive Board had been to avoid micro-management while retaining oversight on the country programme approval process. However, the Board's role in that regard seemed marginalized. The delegation pointed out that maintaining the current system would not allow the Board an opportunity to influence the country programme. By comparison, the UNDP process was even more superficial, while the UNICEF process might create too great a burden for the Board and UNFPA. The delegation urged that the process be kept under review. Another delegation, while agreeing that the Board's oversight role seemed reduced, added that the principle of programme approval on a no-objection basis had inadvertently created a situation whereby if delegations requested a discussion of the programme it was almost considered a stigma. The delegation noted that not all member countries had representatives in programme countries to participate in field-level reviews and planning, and if they did, frequently, the views of the representatives in the field varied from the views of those in the capitals. The delegation supported the recommendation that the current process be kept under review. The delegation expressed satisfaction with the UNICEF process.

88. One delegation, speaking also on behalf of another delegation, stated that they had long worked under the assumption that the CCAs and UNDAFs must by definition adequately cover the core programme areas of all the funds and programmes. The delegations were therefore surprised to learn that some CCAs had not covered the Fund's core programme areas and that that in turn had necessitated CPAs. The delegations agreed that opportunities existed for UNFPA and other UNDG partners to cut out unnecessary reporting and documentation. The delegations urged avoiding duplication and expressed concern that development processes were becoming more important than the ultimate aim of assisting programme countries to develop their own plan into which multilateral and bilateral stakeholders could fit. The delegations stated that they were in favour of harmonization of programme cycles, but only if the harmonization took the partner government's planning cycle into account. The delegations supported the Fund's efforts to secure joint programming; the emphasis on building national capacity; and the focus on sector-wide approaches (SWAps).

89. One delegation, while noting that it was pleased to learn about the Fund's proposed improvements of the programme approval process, asked how the process

would fit in with the World Bank's poverty reduction strategy paper (PRSP). The delegation emphasized that the Fund's process should not become separate from national programme processes, such as SWAps. Another delegation, while noting that the programme approval process was too long, was pleased to learn that UNFPA had instructed its country offices to use CCA and UNDAF instead of CPA, unless the Fund's core programme areas were not covered by CCA and UNDAF. One delegation, while commenting on the limited involvement of member countries in the CPA exercise, wondered if it was due to inadequate contact with development partners at the country level.

90. One delegation, referring to paragraph 19 of the report (DP/FPA/2000/11), noted that it would have been useful to include information on how both the processes and outcomes had differed between those CPAs with more donor involvement and those with less, or between countries with working groups and those without. The delegation added that no reason had been provided for the low participation of the Bretton Woods institutions in the CPA process. The delegation emphasized streamlining efficiencies reflected in the CCA and UNDAF. The delegation requested that interested Executive Board members be made aware of new postings on the UNFPA web site through e-mail.

91. One delegation suggested looking at the merits of the UNICEF process and requested additional information on the steps taken by UNDG to strengthen the programme process procedures. Another delegation emphasized the need to ensure that the MYFF and the logical framework (logframe) were fully incorporated in the new programming directives. Furthermore, the logframe, MYFF and programme directives should strengthen each other and form a consistent whole that dovetailed with current strategic planning instruments of UNDAF. The delegation commended the Fund's open-minded commitment to United Nations reform, including its coordination of the UNDG Ad Hoc Group on Harmonization and Simplification.

92. One delegation noted that it was not always clear how it could participate in the country programme process, particularly at the field level where its own staff was limited and not necessarily composed of experts in the area of reproductive health. The delegation requested that the draft country programme proposal be made available to interested delegations at the same time that it was submitted to the UNFPA Programme Review Committee for approval, i.e., five months prior to the submission to the Executive Board for programme approval. That would allow interested delegations the opportunity to have the experts in their capitals review and comment on the draft proposal. The delegation also requested a sample logframe and a copy of the programme guideline established in 1997.

93. One delegation pointed out that one of the most important risks was the non-availability of resources for the conduct of the country programme, even after it had been duly approved by the Executive Board. The delegation suggested that it would be useful to indicate to the programme country, before the programme was discussed at the Board, which other members of the Fund had participated in the country

programming process at country level. That would allow the programme country to undertake bilateral consultations, if required, and would contribute to increasing the flow of information. Referring to paragraph 41 of the report, the delegation stated that it was not clear why an external review of the CPA was mandatory. With regard to the MYFF, the delegation cautioned against introducing conditionalities and stated that the MYFF was not expected to provide a framework for overseeing the management of programming operations and such linkages should be avoided.

94. In her response, the Deputy Executive Director (Programme) thanked the delegations for their constructive comments and concrete suggestions. She stated that UNFPA had taken note of the concern expressed by the Executive Board regarding the timing and nature of its inputs to the programme approval process. She noted that as suggested by the Board, UNFPA would discuss the overall process with UNDG partners. She added that harmonization of the programme approval process would also require the involvement of the respective Executive Boards with regard to their own procedures. Regarding the CPA, she noted that it would only be undertaken in cases where the CCA had not covered the core programme areas of UNFPA. She stressed that the CCA was a very valuable tool and also afforded UNFPA an opportunity to advocate its programme priority areas and to enable other partners to recognize the key issues in those areas. She observed that the CCA and UNDAF guidelines should address the shift towards results-based management and the use of the MYFF, and utilize the logframe in programme development. She noted that the logframe was also an important tool for monitoring and evaluation. She stated that UNFPA would bring those concerns to the attention of UNDG.

95. Concerning the limited involvement of the Bretton Woods institutions in the CPA process, she noted that it was also linked to whether they had representatives locally in the respective programme countries. Referring to the comment made regarding the no-objection approval of country programmes, she regretted that decision 97/12 inadvertently may have inhibited comments. She emphasized the need for flexibility. She observed that various views had been expressed about the length of the country programming approval process – some considered it too long while others considered it too short. UNFPA had been reviewing the process internally and felt that headquarters involvement occurred too late in the process, i.e., just before the programme was submitted to the Executive Board for approval. She stated that at the country level there had been good participation in the process, although not all member countries had representatives in every programme country. She observed that UNFPA had taken note of the fact that more systematic information sharing was needed to increase the involvement of partners in the process. She added that UNFPA would use the country programming system as effectively as possible.

96. The Executive Board adopted the following decision:

2000/12

UNFPA programming process

The Executive Board

1. *Takes note* with appreciation of the report on the UNFPA programming approval process (DP/FPA/2000/11);

2. *Welcomes* progress towards the development of a more inclusive country programme preparation process with enhanced national ownership;

3. *Emphasizes* the need for further harmonization and standardization of programmes and programming procedures for all United Nations funds and programmes within the United Nations Development Group;

4. *Also emphasizes* the need for such further harmonization efforts to provide the basis for a substantive, timely and joint oversight function of the respective Executive Boards;

5. *Requests* UNFPA to propose to the other members of the United Nations Development Group the establishment of a working group with the objective of developing a common programme approval process, taking into consideration paragraphs 3 and 4 of the present decision;

6. *Requests* UNFPA to report to the Executive Board at the annual session 2001on progress and future options in the programming process.

16 June 2000

VII. Emergency assistance

97. The Executive Board had before it a report entitled "Ensuring reproductive health in especially difficult circumstances: UNFPA programme experience and challenges" (DP/FPA/2000/12), submitted in response to decision 99/16. Prior to introducing the report, UNFPA screened a short film about people in emergency situations. Produced by the Fund, the film was based on still photographs taken at UNFPA project sites in Albania, Angola and the United Republic of Tanzania.

98. In introducing the report (DP/FPA/2000/12), the Senior Technical Officer, Technical and Policy Division (TPD) noted that women and children made up 80 per cent of the world's refugees and internally displaced persons (IDPs). Women had special needs in emergency situations arising out of their biological and gender roles. Some of those were highlighted during the recent Beijing+5 panel discussions. Surprisingly, reproductive health was the least mentioned. She pointed out that that presented a peculiar problem for UNFPA. Many in the international community were aware of the reproductive health needs that exist in emergency situations but it was often assumed that those needs were being taken care of by someone else. However, that was not the case. To some working in the area of emergency relief, who are used to dealing with food and shelter issues, reproductive health issues seemed embarrassing. Clearly, UNFPA and its partners need to ensure that reproductive health becomes an integral part of the health response to crises. Similarly, gender concerns need to be mainstreamed into crisis response planning. She observed that UNFPA was too modest about its own work. Over the years, the Fund had supported health protecting and lifesaving work in crisis situations in numerous countries.

99. In several countries, during the past five years, UNFPA had responded to needs resulting from natural disasters, including hurricanes, floods, typhoons and earthquakes. The Fund was also supporting reproductive health interventions directed to refugees and IDPs in over thirty sites. While noting that UNFPA had been active before, during and after emergencies, she pointed out that as a close partner of programme countries and a member of the United Nations country team, UNFPA was integrally involved in planning and rehabilitation of reproductive health services in post-conflict situations or after natural disasters. When a crisis arose in a given country, UNFPA staff were well placed to know exactly how reproductive health would be affected, what the local response capacities were, what would be needed to maintain access to services, and what the development implications of various short term relief activities might be after the crisis was over. Now that the worlds of development and humanitarian assistance were coming close together, UNFPA could serve as a bridge. The Fund had a key role to play in advocating for the issues in its mandate and in sharing its experience and expertise. She concluded by thanking all the Governments that had been the Fund's partners in crisis and emergency situations, including the Governments of Australia, Belgium, Canada, Czech Republic, Denmark, Germany, Japan, Luxembourg, Netherlands, Norway, Sweden and the United Kingdom. She also expressed appreciation for the support provided by the private sector, including various foundations.

100. During the discussion that followed, numerous delegations congratulated UNFPA on the excellent report and the introductory statement. Several delegations noted that they were impressed by the short film that had been shown. Numerous delegations stated that they fully supported the Fund's work in ensuring reproductive health in emergency situations and underscored that UNFPA had a critical role to play in that area. Several delegations congratulated UNFPA for its achievements during the past year, including its collaboration with WHO and the Office of the United Nations High Commissioner for Refugees (UNHCR) in publishing the updated *Inter-Agency Field Manual for Reproductive Health in Refugee Situations*. A number of delegations pointed out that the manual was an excellent example of inter-agency partnership. While noting the Fund's close collaboration with other actors, a number of delegations underscored the need for UNFPA to continue to enhance its partnerships with key humanitarian agencies active in emergency situations, particularly UNHCR. A number of delegations acknowledged the full membership accorded to UNFPA in the Inter-Agency Standing Committee for Humanitarian Affairs.

101. Several delegations emphasized that UNFPA should have a response capacity suited to all stages of a crisis. A number of delegations recalled that at its session in July 1999, the Economic and Social Council had agreed that emergency relief and development often overlap and occur simultaneously and a comprehensive approach to both natural disasters and complex emergencies was required with joint planning and prioritization, a central role for capacity building, an agreed division of labour through inter-agency collaboration and more flexible financing systems for transitional programming. The Council had stressed that development agencies must become involved early in a crisis.

102. Numerous delegations endorsed the Fund's proposal to use a small amount of funding, up to $1 million per year, to respond rapidly to emergency situations where serious and immediate population and reproductive health needs were clearly identified and met the criteria specified in the report. One delegation, while stating that no one doubted that UNFPA had a critical role to play in emergency situations, emphasized that the key question was from where should the resources come to provide emergency assistance. A number of delegations noted that $1 million was a very modest amount. Some delegations stated that the funds for emergency assistance should be extrabudgetary and the amount of $1 million should serve as "seed" money and a leveraging base from which to build appeals for such resources. One delegation asked to be informed about the sources of the seed money. Several delegations were pleased to learn that UNFPA would provide a report to the Executive Board, after the first year, on the use of the proposed funding and an assessment of how well the mechanism had functioned during that period.

103. One delegation, while underlining that reproductive health was at the heart of the Fund's mandate, no matter the circumstances, stressed that reproductive health interventions could not be regarded as "developmental" in one context and "humanitarian" in another. The delegation emphasized that the discussion should not focus on whether UNFPA should be involved in those activities but on how UNFPA could provide timely support and guidance to populations living in difficult circumstances. The delegation was pleased to note that special attention would be accorded to women and adolescents who

were among the most vulnerable groups. The delegation underlined the importance of support for advocacy, particularly for HIV/AIDS prevention. Stressing that its country took its political commitments seriously, the delegation announced that during the year 2000 its Government would make extra resources available to UNFPA within a new partnership programme with the Fund. The delegation stated that its Government planned to commit to UNFPA an amount equivalent to approximately $4.3 million for reproductive health in emergency situations.

104. Several delegations urged UNFPA to continue utilizing the United Nations Consolidated Appeals Processes (CAPs). A number of delegations took note of the fact that the response to CAPs had been disappointing. While observing that reproductive health had been largely forgotten in traditional humanitarian health interventions and that resource mobilization through CAPs had been problematic, some delegations urged UNFPA to review and address the main causes of the situation. One delegation urged UNFPA to prepare joint projects in collaboration with other agencies such as WHO and UNICEF instead of having separate projects in the CAP. The delegation pointed out that its Government would not provide voluntary contributions to agencies that had limited experience in the area of emergency assistance. The delegation added that normally a CAP was revised several times, however it would be important for UNFPA to join the CAP at the earliest stage so as not to miss out on donor funds. For example, in the case of the appeal for East Timor, UNFPA had joined the appeal later, after the delegation's Government had already allocated its funds to various United Nations agencies. Another delegation asked what impact participation in the Inter-Agency Needs Assessment and CAPs had had on UNFPA staff strength.

105. One delegation stressed the need to monitor the inclusion of gender considerations in the provision of emergency assistance and to address the needs of young people in especially difficult circumstances. Another delegation was pleased to note that UNFPA was conducting an evaluation of its past responses to emergency situations and it requested a briefing when the results became available. The same delegation underscored that it was critical for UNFPA to have a standardized plan and procedures in place in order to react effectively, in coordination with other entities, to future crises.

106. One delegation, speaking also on behalf of two other delegations, stated that the report (DP/FPA/2000/12) made a convincing argument in favour of UNFPA being in a position to offer its services to all people in need no matter what their situations. The same delegations stated that they did not see an operational role for UNFPA in the area of emergency assistance. However, the delegations added that UNFPA clearly had a role in strengthening its advocacy with Governments, United Nations agencies and non-governmental organizations (NGOs). The delegations underlined the commitment of UNFPA to voluntarism, freedom of choice and informed consent in the area of reproductive health and rights. The delegations stated that they had recently been made aware of a series of unfounded allegations made against the Fund as it carried out its mandate in Kosovo. The delegations were fully confident that UNFPA remained within its mandate at all times. The delegations emphasized that the Fund's mandate was to provide support for reproductive health for all those in need no matter what their situation.

107. One delegation, speaking also on behalf of another delegation, underscored that UNFPA had a particular role in advocacy for the mainstreaming of reproductive health in health programmes being implemented in response to emergencies. The delegations cautioned UNFPA not to spread its resources too thinly and urged the Fund to play not an operational role but the role of promoter and facilitator. The delegations were pleased to note that UNFPA had signed memoranda of understanding with a number of United Nations agencies and NGOs working in the area of emergency assistance. The delegations asked if UNFPA intended to undertake similar arrangements with other United Nations agencies, in particular UNICEF. Another delegation asked how the arrangements with UNHCR, IOM and others were working in the field. The delegation added that all interventions should be coordinated through a common framework under the guidance of the agency entrusted to play the leading role. Such coordination would help to ensure an integrated approach to relief assistance, avoiding duplication and maximizing the effective use of human and financial resources.

108. Another delegation pointed out that in extending reproductive health services to refugees and internally displaced persons in camps, UNFPA should pay attention to the permanent residents living around the camp area as those residents might become dissatisfied if the services provided to the refugees were of a better quality. One delegation thanked UNFPA for the assistance provided following the occurrence of a natural disaster in its country. Another delegation stated that its country hosted the largest number of refugees and migrants in the world and noted that greater burden sharing was needed. One delegation, while expressing concern that for many people emergency situations became "normal" situations, stressed that emergencies should not go on for a great length of time. Another delegation noted that in Africa war had caused thousands of people to become displaced. The delegation underscored that it was very important that UNFPA have the ability to take care of the reproductive health of those people. One delegation asked how the UNFPA would ensure rapid procurement and delivery of reproductive health commodities to countries in need.

109. One delegation, while noting that the proliferation of conflict situations, particularly in Africa, had generated an unprecedented demand on UNFPA for reproductive health assistance and support for persons in difficult situations, stressed that additional resources were required. The delegation noted that where an emergency constituted a major additional burden to a country, it might be counter-productive to reimburse the regular country programme funds. The delegation added that attention should be focused on continuity of services beyond the return to normalcy. The delegation suggested that in the context of the United Nations Development Group, UNFPA, together with UNDP should initiate discussions on ways to reflect the new position of the Economic and Social Council on relief-development linkages. The delegation added that its country had proposed in other fora that a United Nations system-wide examination of the issue be undertaken.

110. Another delegation underlined that it supported the Fund's strategy of providing limited, selective and catalytic assistance. With regard to the development of a roster of experts, the delegation suggested that UNFPA coordinate with the Emergency Response Division of UNDP. The delegation noted that in the field of emergency assistance rapid changes occurred across the "continuum" demanding other changes. Thus flexibility in responding was necessary. The delegation urged UNFPA to keep a record of its experience. One delegation asked what measures would be taken to strengthen the role of UNFPA in the area of emergency assistance and to make that role more widely known. Another delegation urged increased effectiveness in the area of emergency assistance.

111. The Deputy Executive Director (Programme) thanked the delegations for their positive comments and expressed appreciation for their endorsement of the use of up to $1 million per year for special circumstances as set forth in the report (DP/FPA/2000/12). She clarified that the funding would be drawn from intercountry programme funds and not from country programme funds. She thanked the Government of the Netherlands for the extra resources it planned to contribute to UNFPA, including for reproductive health in emergency situations. She underscored that in providing support in emergency situations UNFPA did not itself deliver that support. The Fund's support was channelled through other front-line agencies.

112. The Senior Technical Officer, TPD, thanked the delegations for their constructive comments and questions. Concerning partnerships, she noted that there was a broad consensus to increase the Fund's partnerships with other actors. The memoranda of understanding were proving fruitful. For example, UNFPA was working very closely with UNHCR both at the country and global level. In addition to the valuable collaboration on the field manual, UNFPA was participating in the Inter-Agency Working Group on Reproductive Health for Refugees, composed of United Nations agencies, bilateral agencies and NGOs. The group had developed guidelines for further development of the field manual and for training and was reviewing the use of emergency reproductive health kits. The Memorandum of Understanding signed with the International Organization for Migration (IOM) had contributed to enhancing the Fund's partnership with IOM and effective collaboration in Kosovo had been undertaken with support from the Government of Canada. The support had enabled the first demographic and health survey of Kosovars and the provision of training to staff of the Kosovar Institute of Statistics. She noted that the work supported by UNFPA in Kosovo was undertaken in close coordination with other development partners and in accordance with the Fund's mandate. Approximately 90 per cent of the support focused on rehabilitation of maternity care services. UNFPA had a joint programme with the International Federation of the Red Cross and Red Crescent Societies (IFRC) in the United Republic of Tanzania and hoped to increase its collaboration with IFRC both in emergency and normal situations. UNFPA enjoyed an excellent partnership with UNICEF and was working closely with it in the area of adolescents. The emergency reproductive health kits developed by the Inter-Agency Working Group on Reproductive Health for Refugees and managed by UNFPA were included in the WHO emergency support catalogue and had been purchased by other United Nations agencies, governments and NGOs. UNFPA was focusing attention on improving

delivery time. Usually it took about two or three days to deliver the kits, but that largely depended on the availability and schedules of air flights.

113. With reference to advocacy and training, she noted that UNFPA had recently held three training workshops in Kenya, Senegal and Nepal. The Fund was also collaborating with UNHCR and IFRC on staff training programmes, with support from the Government of Belgium. She agreed that advocacy was needed to make the role of UNFPA more widely known. Regarding the division of labour among agencies working in the field of emergency assistance, she stated that every effort was made to coordinate activities and avoid duplication. For example, in Mozambique all the United Nations agencies working in the health sector had prepared a joint action plan designating the work each agency would undertake. Based on the action plan, the United Nations Office for Coordination of Humanitarian Affairs had provided funding to each agency. She concurred that the CAPs had not yielded the required resources. Perhaps, because reproductive health was not always considered a priority in the way food and shelter were. She hoped that by working jointly with other partners better results would be obtained through the CAPs. Concerning IDPs, she observed that their access to services needed to be improved. She added that in that regard their experience was not very different from that of peri-urban migrants, thus similar strategies for improving access could be explored. With regard to the issue of sexual violence, she stated that it was a difficult area and one in which further development of partnerships was needed. She observed that prevention strategies had to be accompanied by counselling. The Fund had garnered rich experience in Bosnia and the Republic of Congo and would build on that to enhance its skills and expertise. In conclusion, she noted that though $1 million per year for emergency assistance represented a small amount, it would give UNFPA the flexibility to respond quickly to emergency needs. The funds would be reimbursable. She underlined that it would be a good investment with a good pay-off.

114. The Executive Board adopted the following decision:

2000/13
Ensuring reproductive health in emergency situations

The Executive Board

1. *Takes note* of the report of the Executive Director "Ensuring reproductive health in especially difficult circumstances: UNFPA programme experience and challenges" (DP/FPA/2000/12);

2. *Encourages* UNFPA, within its mandate, to provide appropriate and timely support in emergencies, as outlined in the report;

3. *Appeals* to UNFPA to ensure close cooperation in the framework of the existing international coordination mechanisms and to incorporate reproductive health issues in a timely manner in health responses to emergencies;

4. *Encourages* UNFPA to continue to seek extrabudgetary resources for support of population and reproductive health in emergencies, whenever possible through the United Nations Consolidated Appeal Process;

5. *Urges* members of the Fund to respond in a timely manner so that such appeals from UNFPA are adequately funded;

6. *Endorses* the use of up to $1 million of regular resources per year from the interregional programme for reproductive health needs in special circumstances as a leveraging base from which to build appeals for extrabudgetary resources, as set out in the annex to the present decision;

7. *Encourages* UNFPA to evaluate its organizational capacity and systematize its responses to reproductive health needs in special circumstances and to monitor and evaluate its overall performance in this regard.

8. *Requests* the Executive Director to include in her annual report a summary of activities funded by these resources.

16 June 2000

Annex

1. The emergency funds could be accessed in situations where serious and immediate population and reproductive health needs are clearly identified but where any of the three following criteria apply:

(a) Regular country programme funds are not available at all;

(b) Country programme funds are not immediately available but could be used at a later date for reimbursement with the approval of the government;

(c) Donor support for the UNFPA component of a Consolidated Appeal Process has been committed but funds are not yet in hand.

In the last two cases, the reserve would support the cost of immediate needs and would then be reimbursed.

2. UNFPA will continue to seek extrabudgetary resources for support of population and reproductive health in crisis situations, considering the $1 million of regular resources per year from the interregional programme for reproductive health needs in special circumstances as a leveraging base from which to build appeals for such resources.

Closing remarks by the Executive Director

115. In her closing remarks the Executive Director thanked the Executive Board for its counsel and support and underscored that the UNFPA segment of the Executive Board's annual session 2000 had been excellent. UNFPA was very pleased with the highly constructive and collegial manner in which the segment had been conducted. She stated that she had been deeply touched by the many kind words of appreciation and support expressed by the Board members. She noted that

the Board's recognition of the dedication and commitment of UNFPA staff worldwide would spur them to do even more. She observed that the discussion on the annual report had been very substantive and helpful. She was especially pleased that the Executive Board had appreciated the special event on adolescent reproductive health organized by UNFPA on the opening day of the annual session. She was gratified by the Board's keen interest and active participation in the discussion and observed that it was the best testimony about the great progress made on the difficult issues pertaining to adolescent reproductive health.

116. The Executive Director was pleased that the Executive Board had recognized again that the multi-year funding framework (MYFF) and results-based management were processes that would be implemented over time. It had been rightly stressed that the MYFF must be implemented gradually, taking care to build capacity not only within UNFPA, but more importantly at the national level. She conveyed the Fund's sincere appreciation to the donors who had provided support to UNFPA for the process, including Canada, Denmark, Finland, Sweden and the United Kingdom, and she invited others to join them. Concerning resources, she thanked all countries for their contributions to UNFPA. She hoped that the words of support that had been expressed would translate themselves into further increases in contributions and early payment of contributions. She thanked, in particular, the Government of the Netherlands for its most generous support in terms of multi-year and increasing support for UNFPA regular resources and additional contributions for reproductive health in emergency situations, reproductive health commodities and advocacy. She hoped that other donors would follow suit. She stated that despite the fact that there was strong political support for UNFPA as was evident in the many increased contributions in national currency terms, there was a need to further mobilize funding for UNFPA. At present, there was a real danger of losing the momentum and commitment that prevailed in programmes. Given the current level of resources, UNFPA would be obliged to reduce existing programmes. That would be a terrible tragedy and a wasted opportunity for it would take years to rebuild the confidence and programme momentum. She therefore appealed to all members of the Executive Board to shoulder the responsibility shared for resource mobilization.

117. In the constructive spirit that had characterized the deliberations, the Executive Director noted the need to keep in mind the workload associated with the many programme and coordination processes, the Executive Board and other legislative bodies, and the multiple reporting requirements that UNFPA had to comply with. She observed that the processes and requirements were a major challenge for UNFPA, both at country offices and at headquarters, as the Fund had a very small staff, especially as compared to its partner organizations. She underlined that UNFPA was also concerned that time that should be devoted to programme management, was instead used up in coordination and reporting processes. She hoped that such shared concerns would be addressed constructively and with a view to streamlining.

118. In conclusion, the Executive Director thanked the Executive Board for a very productive session and noted that the decisions the Board had taken, notably on

programme priorities, the programming process and reproductive health in emergency situations, were highly important and would guide the work and direction of UNFPA. She conveyed special thanks to the delegates from Viet Nam, the Netherlands and Norway for facilitating the decisions taken by the Board at the annual session 2000, on the work of UNFPA. She expressed her special appreciation to the President of the Board and to all members of the Bureau for superbly guiding the deliberations, and with such warm humor and good spirit. She thanked the interpreters, the conference officers and all staff in the secretariat, including UNDP colleagues, for their support and cooperation. She noted that although UNFPA was small in size, it was able to do a lot because its staff truly functioned as a team. She stated that over the years, UNFPA had formed an invaluable partnership with the Executive Board which had the power and the potential to help countries to implement the Programme of Action of the International Conference on Population and Development (ICPD) and ICPD+5 recommendations in full. Together, success could be achieved in making a real difference in the lives of millions of people – it was a shared responsibility and a great opportunity.

Closing remarks by the President

119. In his closing remarks the President of the Executive Board noted that the past week had been a highly productive one for the Executive Board. He observed that he would be returning to New York over the weekend and Ambassador Gert Rosenthal (Guatemala) would chair the Executive Board meetings during the following week. The President stated that the Executive Board had taken some very important decisions during the week including on programme directions in light of ICPD+5, the programming process and ensuring reproductive health in emergency situations. Those decisions would help shape the future programme directions of UNFPA, as well as how it reports to the Board on its programmes. The President noted that he had been struck by the spirit of cooperation, good will and desire to engage in constructive dialogue that had characterized the Board's deliberations during the week. He added that he had also been struck by the very good spirit and interaction within the UNFPA team itself and the excellent rapport that the Fund's staff had with its Executive Director. The President thanked the UNDP/UNFPA Executive Board secretariat for its efficient and effective work in ensuring the smooth conduct of the meetings. He thanked the Conference Services officers, interpreters and documents staff for their assistance and cooperation. He concluded by thanking all members and observers of the Board for their excellent contributions to the deliberations of the Board.

UNDP/UNFPA joint segment

VIII. Internal audit and oversight

120. The Associate Administrator introduced the report on the internal audit and oversight activities of UNDP (DP/2000/21), prepared by the Office of Audit and Performance Review (OAPR). He began by addressing the concerns raised by delegations during the informal meeting held on 2 June. The most serious concern raised had been that the report mentioned a number of problems but had not provided sufficient guidance to help members evaluate their seriousness. Delegations also wanted more information on trends, disciplinary actions taken and comments on the findings. It was also suggested that in the future the report should focus more strictly on audit and accountability issues and the recent decline in audit resources. UNDP provided information during the informal meeting on disciplinary actions, stating that for the 1998-1999 biennium there had been 23 fraud and presumptive fraud cases, which had resulted in 15 terminations and eight ongoing investigations. UNDP intended to pursue aggressively measures to improve compliance and, more generally, to strengthen internal controls. The OAPR intended to highlight the status of recommendations and their assessments of compliance by including the information on the UNDP internal web site. A full-time audit advisor position had recently been created in the Bureau of Management to review audit reports for resource-management problems and to recommend solutions. The OAPR and Office of Human Resources would develop procedures to tighten the link between audit observations and performance measures. As previously reported, UNDP had significantly strengthened its control framework through the revised financial regulations and rules and the implementation of control self-assessment. The revised financial regulations and rules would improve accountability, as they now coincided with business practices and were accompanied by the recently updated Financial Manual.

121. With regard to the decline in internal audit resources, though the level of resources for the current biennium was less than anticipated, it still represented an almost two-fold increase over the level for the 1992-1993 biennium. The audit coverage anticipated by OAPR, based on current levels of resources, was that each country office would have a comprehensive management audit done once every four years, on average. That approach had been adopted in three regions. In the remaining two regions, OAPR anticipated having limited-scope audits every two to three years, using contractors, and comprehensive audits would be conducted approximately once every seven years. To address the gap between audit visits, OAPR had begun exploring ways to use the wealth of data generated by the newly introduced country-office software package, referred to as the Country Office Suite, to highlight problems as they occurred.

122. Internal audit resources at headquarters had recently been strengthened with the external recruitment of two senior auditors, allowing OAPR to undertake additional thematic audits that assessed broader control issues and that made recommendations at the policy level. Regarding the reorganization of the former

national-execution audit section, the objective was to consolidate the OAPR function of national-execution sensitization missions with the Operations Support Group (OSG) function of developing national-execution procedures and training materials. In that regard, two posts were transferred from OAPR to OSG, which then established an execution support facility to help country offices with their programme management systems, training, and the updating and maintaining of programming procedures for various types of execution. The OAPR would continue to coordinate the audit of nationally executed projects and to review the audit reports for key issues, drawing on consultants as needed.

123. The concerns regarding the lack of detail and comments on the seriousness of the issues, as well as information on trends, would be addressed in the report of the following year.

124. The Associate Administrator then described some of the mechanisms that promoted an effective and well-functioning internal audit and justice function at UNDP. The first was an external review by the United Nations Board of Auditors and, to a lesser extent, by the United Nations Office of Internal Oversight Services (OIOS). As part of its regular audit work, the United Nations Board of Auditors reviewed audit reports produced by OAPR as well as summaries of fraud and presumptive fraud cases. In addition, the Board periodically carried out reviews of OAPR, including those on the professional qualifications of staff and on professional practices. The OIOS, through its participation in the UNDP Management Review and Oversight Committee, examined the summary results of audits, the status of follow-up actions and of investigations and disciplinary cases and the effectiveness of the overall accountability framework. While the Committee did not meet in 1999, as a result of changes at the senior level of management, it was a high priority of the Administrator to reactivate the Committee in 2000. The OAPR also enjoyed a close working relationship with its counterparts in the United Nations and specialized organizations. In 1999 and 2000, information brought to its attention by its counterparts prompted OAPR to undertake three special audits. A fourth investigation was also in progress during the same period. In the past, OAPR had requested assistance from OIOS on complex investigations and had worked closely with OIOS to coordinate its regular audit activities.

125. In introducing the report on the United Nations Population Fund (UNFPA) internal audit and oversight activities in 1999 (DP/FPA/2000/13), the Deputy Executive Director (Policy and Administration) noted that it summarized the key issues in the findings of internal audits and in the oversight activities of the UNFPA Office of Oversight and Evaluation (OOE). The UNFPA Internal Audit Section, located in the UNDP Office of Audit and Performance Review (OAPR), had carried out a heavy work programme in 1999, conducting management and special audits; managing contracts with public accounting funds that had conducted compliance audits; and following up on audits of projects executed by Governments and non-governmental organizations (NGOs). He observed that the limited staff resources in the Section continued to be a concern. In addition, the work of the firms contracted by UNDP/UNFPA to conduct compliance audits had not been uniformly satisfactory. Noting that the expansion of audit coverage was a high priority, he observed that the

Executive Board had approved a significant increase in the appropriation for audit services in the biennial support budget for 2000-2001. However, due to resource constraints, the Fund was able to implement only 50 per cent of the authorized increase in 2000. It was hoped that the income picture would improve in 2001 and that the intended resources for audit purposes would materialize.

126. With regard to the Executive Board request for information on the implementation of audit recommendations, he noted that a review of audit reports issued in 1999 indicated that 80 per cent of the offices audited more than once since 1997 had fewer than four outstanding recommendations. In most cases, the outstanding recommendations had been partially implemented or were not feasible for economic reasons or because of the programme cycle. In 1999, the OOE had undertaken three special studies to provide senior management with more in-depth knowledge on the management of cash advances, the use of grants and subcontracts and UNFPA-managed construction projects. The findings of the studies had resulted in policy and procedural changes that would contribute to improving transparency and accountability in UNFPA operations. The Deputy Executive Director (Policy and Administration) noted that policy application reviews (PARs) were another important oversight instrument that had been effectively used by UNFPA. Since 1995, UNFPA had conducted 23 PARs and submitted a synthesis of the findings annually to the Board. He assured the Executive Board that UNFPA made full use of the oversight instruments at its disposal and that the findings received close attention at the highest levels of UNFPA. He added that, in line with the open and candid relationship that UNFPA enjoyed with the Board, the report (DP/FPA/2000/13) was frank when defining the areas of weakness identified through the audit and oversight activities. He underscored that candid self-assessment was very much a part of the internal deliberations within UNFPA. He emphasized that UNFPA recognized that accountability underpinned a results-based management approach. He concluded by stating that UNFPA regarded internal audit and oversight activities as important accountability measures and management tools which enabled the organization and its staff to be self-critical, to learn and, ultimately, to perform better.

127. On behalf of the Executive Director, the Assistant Director, External Communications and Relations with the United Nations, of the United Nations Office for Project Services (UNOPS) introduced the report on the internal oversight activities of UNOPS (DP/2000/25/Add.1). The report presents the findings from the audits and management reviews of both UNOPS headquarters and field activities for the year ended December 1999, which were carried out, as in previous years, by the UNDP Office of Audit and Performance Review (OAPR). The Assistant Director noted that UNOPS management was in agreement with virtually all of the recommendations contained in DP/2000/25/Add.1. She also informed the Executive Board that, to strengthen the internal oversight capacity of UNOPS, the Executive Director would establish an internal management oversight office within his office. This mechanism, which was not intended to replace existing internal and external audit functions, would, *inter alia*, systematize follow-up to audit recommendations within UNOPS and focus on the adoption and implementation of quality standards

and the compliance with rules and procedures governing the use of delegated authority from the Executive Director.

A. UNDP

128. Delegations recognized the measures taken to improve accountability and oversight in UNDP, including the additional information provided in the statement of the Associate Administrator. The commitment of the Administrator to an enhanced culture of accountability was commended. The management of human resources and the strengthening of the Office of Human Resources, with enhanced accountability for non-compliance, was a critical factor. The fact that UNDP was addressing its shortcomings was welcomed. It was noted that the revised financial rules and regulations would improve the accountability of UNDP.

129. The need to find rapid solutions to problems faced in the audit and oversight area was underlined. It was essential to quantify problems and to assess their relative seriousness. The need to bring projects to a close on a timely basis was underlined. One delegation highlighted the need to address problems directly, changing financial rules only as an exception. The speaker also requested information on whether the results of special audits requested by the Executive Board had been communicated to the Advisory Committee on Administrative and Budgetary Questions. Concern was expressed about the findings referred to in paragraph 33 of DP/2000/21 regarding procurement transactions, with one speaker requesting clarification on the proposed revision of the financial rules and regulations as they pertain to procurement. The resurrection of the Management Review and Oversight Committee was welcomed. One delegation requested additional information on the functioning of the Oversight Group and its added value. One delegation praised the measures to provide additional oversight of trust funds, elaborated in paragraph 18 of DP/2000/21. A query was raised regarding whether criminal investigations had taken place in connection with the cases of fraud. The speaker also requested information on whether there were procedures to deter fraud. Delegations also requested information on progress made in implementing the new accountability framework, as well as information regarding a comparison of audits planned versus actual audits in the report of the following year. One speaker noted that, unlike the UNFPA report, he did not find an overview of management in the UNDP report. Another speaker requested an assessment of the performance of the Integrated Management Information System (IMIS).

130. Speakers welcomed the measures taken to strengthen nationally executed programmes. It was critical to properly audit and report on nationally executed projects. One delegation cited the benefits associated with national execution, including reduced overhead costs.

131. A request was made for an update on the implementation of recommendations made when evaluating the relationship between UNOPS and UNDP.

132. One delegation suggested that UNDP, UNFPA and UNOPS coordinate their report formats to ensure their harmonization, or as an alternative, produce a combined report.

B. UNFPA

133. During the ensuing discussion, several delegations commended the report for being informative, comprehensive, frank and self-critical. Some delegations stated that they appreciated the inclusion of useful information on disciplinary actions taken by UNFPA and were pleased to note that a culture of openness to audits and oversights was evident. One delegation was pleased to note the attention accorded by UNFPA to mid-term reviews and PARs. The delegation urged the UNFPA to verify the reasons for the shortcomings identified by the audits and asked that action be taken to improve the situation. The delegation encouraged UNFPA to strengthen its internal audit and oversight capacity.

134. One delegation commended the general overview provided in paragraph 10 of the UNFPA report (DP/FPA/2000/13) and stated that such information was useful. Referring to paragraphs 30 and 31, the delegation asked what proportion (either in terms of percentages or actual numbers) of the total number of offices was in question. The delegation clarified that it was not seeking the identity of the offices/countries where problems had been encountered in the management of cash advances, but wished to know the number/proportion of offices where problems had occurred. The delegation underscored that those offices should be monitored.

135. One delegation noted that it would be useful to know the status of the new policy guidelines being developed as a result of the special review of procurement procedures for construction. Observing that constraints in staff resources had caused sharp reductions in the evaluation of audit reports, the delegation hoped that staffing difficulties would be resolved shortly and that the activity would return to its appropriate level. The delegation noted a wider use of public accounting firms by the UNFPA Internal Audit Section and requested information on the cost effectiveness of that approach as compared to the use of internal staff.

136. Referring to the changes in financial rules and regulations made earlier in the year, one delegation asked if the procedures could be simplified without losing accountability. The delegation added that part of the problem of lack of compliance was linked to a lack of knowledge of the system. Hence, the provision of adequate training was essential. One delegation, noting that there was a lack of documentation and monitoring with regard to office inventory and official vehicles in many UNDP and UNFPA offices, asked how those shortcomings would be dealt with in the future. While recognizing the importance and utility of decentralization, the delegation stated that it should not hamper the coordination effort among country offices or between the country office and headquarters.

137. Another delegation expressed concern that only half of the offices audited in 1999 were found to have a satisfactory level of internal controls and compliance with financial and administrative requirements. Noting that several problematic situations appeared to have become chronic despite good intentions to eradicate them, the delegation stated that follow-up measures were necessary to ensure that corrective measures were taken. The delegation appreciated the work undertaken by OOE and OAPR, in particular the measures taken by UNFPA to ensure implementation of the auditors' recommendations, including follow-up missions and special reviews. The delegation encouraged UNFPA to continue to strengthen such exercises as regular audits, PARs and the analysis of mid-term reviews.

C. UNOPS

138. Several delegations expressed concerns over operational and accountability issues resulting from the lack of clearly defined responsibilities between UNDP and UNOPS. These concerns had also been raised at the second regular session 2000 when the Board discussed the evaluation of the relationship between UNDP and UNOPS (DP/2000/13). The rapid growth of UNOPS and its involvement in projects outside traditional UNDP activities prompted one delegation to emphasize the need for strong internal oversight capacity, while welcoming the future establishment of the new internal management oversight office. One delegation requested additional information on monitoring mechanisms and inquired whether cases of fraud had been reported; another raised a query regarding the reasons why a project had started without an established steering committee. Others requested an update on financial reporting, including an update on the IMIS.

139. Following the debate on the present item, it was requested that the following text be included in the report under the item:

"During the debate on the UNDP, UNFPA, and UNOPS audits, several delegations made suggestions for future internal audit and oversight reports. The suggestions were designed to make future reports more informative with regard to the level of compliance with regulations and rules as well as management strategies and plans in the area. Most of the suggestions were directed toward UNDP. Delegations suggested that future internal audit and oversight reports should include information, as appropriate, in a number of areas, including: the number and types of audits received and processed by the audit office; disciplinary actions taken related to violations of regulations and rules; recommendations that are recurring from earlier reports; trend analysis; the relative importance and pervasiveness of problems identified; any cases of fraud; the activities of the Management Review and Oversight Committee; and the financial and personnel resources devoted to the audit function. A number of delegations provided detailed suggestions to the Secretariat.

Summary of suggestions on future reports made during the general debate

140. Note: the following suggestions from individual members of the Board are intended as a guide on future reports. Some of these considerations have already been taken into account by the organizations. The suggestions are divided into sections applying to all three organizations and suggestions applying to individual organizations.

UNDP, UNFPA and UNOPS

- Future reports should increasingly serve to highlight that there are consequences for non-compliance with the rules and regulations. In particular , future reports should provide information on disciplinary actions taken in instances of serious violations of the rules and regulations;

- Future reports should list the number and types of audits received and processed by the audit office, recognizing that the volume of audits does not necessarily reflect the effectiveness of the audit function and that proper analysis of audits is fundamental;

- Future reports should specifically highlight those recommendations that are recurring from earlier reports;

- Future reports should include more trend analysis comparing different figures over time instead of providing a snapshot of the current situation;

- Future reports should provide more detailed explanations of problems identified by the auditors so that delegations have an understanding of their relative importance;

- Future reports should provide more specific percentage information to help delegations understand the extent of certain, system-wide problems – for example, the percentage of countries with problems in a certain area;

- Future reports should highlight any involvement of the Office of Internal Oversight Services in UNDP audits and oversight;

- Future reports should list any cases of fraud or presumptive fraud, the level of fraud or presumptive fraud, whether criminal investigations were undertaken, and whether OIOS was asked to assist;

- Future reports should review the activities of the Management Review and Oversight Committee, including OIOS involvement;

- Future reports should give more detailed information and analyses related to the financial and personnel resources devoted to the audit function. This information should include related positions outside the audit office, such as the new Bureau of Management position created to maximize the management benefits of the audit function that was noted in the oral intervention by UNDP. Future reports should specifically address the question of the adequacy of audit coverage on nationally executed projects.

UNDP

- Future UNDP reports should detail further progress made in developing and implementing the accountability framework;
- Future UNDP reports should also include information on the functioning of the Comprehensive Audit and Recommendations Database System (CARDS), which was established in late 1999 to track and monitor audit reports and recommendations;

UNFPA

- Future reports should describe the status of the development and implementation of new policy guidelines for UNFPA-managed construction projects;

UNOPS

- Future reports should describe action taken with regard to the suspense and clearing of account items identified as having been outstanding for several years;
- Future reports should describe steps taken to strengthen controls over imprest funds."

Responses

141. The Associate Administrator reiterated that the issue of internal audit and oversight was of crucial importance to UNDP. He confirmed that UNDP would take patent steps to address problems in future reports. The findings of the special audits had been submitted to the Advisory Committee on Administrative and Budgetary Questions (ACABQ). With regard to national execution, he stated that problems existed pertaining to management, ownership and accountability. In some situations, the Government lacked the capacity to fulfill the oversight function and required capacity-building and training. The special unit on national execution in the Operations Support Group would engage in prioritizing activities that required national execution programme support. Analyses of some ten countries had been undertaken and plans were in place to develop a web site and data base on national execution. The Oversight Group provided a new mechanism for management and control in audit and oversight. It was particularly useful given the decentralization of audit and oversight functions in UNDP. The present session would also include an update on the implementation of the recommendations made when evaluating the relationship between UNOPS and UNDP.

142. The Officer-in-Charge of the Office for Audit and Performance Review welcomed the comments of the Executive Board. She noted that two cases of fraud had been turned over to local authorities for criminal investigations. She noted that UNDP pursued recovery in cases of fraud. The Office made recommendations to senior management on how to improve accountability throughout UNDP and would work with the Office of Human Resources to ensure tighter linkages with staff performance measures. Information on the implementation of CARDS would be

made available to the Board when reporting on internal audit and oversight activities. She informed the Board that the accountability framework of control self-assessment was gaining in popularity, but was not yet fully institutionalized, an issue that would be addressed by the MROC. Further information on IMIS would be included in the report of the following year.

143. On the issue of the UNDP/UNOPS relationship, Assistant Director indicated that the Board would receive an update on the implementation of the recommendations of the evaluation during the present session. In response to the query on the project steering committee, the Assistant Director confirmed the importance given by UNOPS to project steering committees, briefly clarified the situation and offered further details on a bilateral basis. In response to the inquiry about cases of possible fraud, the Assistant Director reported that no cases of fraud had been found and stated that additional information on project monitoring was available on a bilateral basis. With regard to financial reporting and an update on IMIS, the Assistant Director indicated that the Executive Director would provide additional information on those items at the present session during the discussion of the Annual Report.

144. The Deputy Executive Director (Policy and Administration) thanked the delegations for their useful comments and questions. He noted that the key issues highlighted in the report had been discussed at the UNFPA global meeting in May. He stated that with decentralization there was an increased need for transparency and internal auditing. However, the lack of resources was hampering the increase in audits. He noted that UNFPA was proud of the independent nature of OOE which reported directly to the Executive Director. With regard to compliance, he observed that a number of the issues were common to UNDP, UNFPA and UNICEF, and added that it would be difficult to get a perfect score in that area. He stated that findings needed to be placed in proper perspective in order to focus on the more serious issues. A thorough analysis of audit observations had enabled UNFPA to identify the serious deficiencies and it was currently addressing them. He noted that discussion was also under way to see how to further integrate accountability in staff performance review. He pointed out that he was chairing the Fund's Policy and Planning Committee and would be dealing with the new policies/guidelines, for example, on UNFPA-managed construction projects and the use of grants and subcontracts. He noted that there was more work to be done to professionalize operational support and to mainstream accountability.

145. The Evaluation Officer, OOE, thanked the delegations for their comments and questions. She noted that UNFPA had analysed the nature of internal control deficiencies in detail and was taking measures to address the most serious ones. She observed that roughly one third of deficiencies pertained to programme matters, and one third to general administration. In terms of programme matters, the area of monitoring and evaluation was found to be deficient in one quarter of the cases. Other problem areas were national execution, in particular compliance with audit requirements, and lack of timely project closure. In terms of general administration, the main areas of deficiency related to maintenance of inventory, compliance with

procurement rules and regulations, and vehicle management. She informed the Executive Board that efforts were under way to strengthen monitoring and evaluation, including the establishment of an evaluation network; a review of UNPFA programme guidelines; and the preparation of a programme manager's monitoring and evaluation tool kit. With respect to the audit of government- and NGO-executed projects, UNFPA had recently aligned its policy with that of UNDP so that such projects were required to be audited only once in their lifetime. As was noted in the report (DP/FPA/2000/13), good progress had been made in dealing with the closure of completed projects. Concerning the issue of cash advances to staff, she noted that such a facility was essential in situations where access to banking facilities was difficult, as for example, in rural areas in many programme countries. She added that the Fund was addressing the problem and a circular had recently been sent from headquarters to all country offices giving instructions that cash advances could only be provided in exceptional cases, with the specific approval of the Director, Division for Finance, Administration and Management Information Services, and in adherence with financial procedures. Concerning the query on cash advances, she noted that the Fund would be pleased to provide the requested information on a bilateral basis. She noted that training courses were being held in each region for country office staff on financial, procurement and administrative procedures. However, compliance needed to be further strengthened, including through staff performance appraisal.

146. The Executive Board took note of the reports on the internal audit and oversight activities of the United Nations Development Programme (DP/2000/21), of the United Nations Population Fund (DP/FPA/2000/13), and the United Nations Office for Project Services (DP/2000/25/Add.1).

UNDP segment

IX. Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR)

Annual report of the Administrator for 1999

147. The Administrator introduced the annual report of the Administrator for 1999 (DP/2000/23). In reviewing the change, renewal and focus of UNDP, the Administrator stated that major steps had been taken during the previous year to reorient the focus and concentration of UNDP. The results-oriented annual report (ROAR), contained in DP/2000/23/Add.1, had demonstrated that over 67 per cent of outcomes were now related to capacity-building. People were being moved back to the field, with a 25 per cent reduction of headquarters staff currently underway, therefore combining reduction and redeployment. Since January 2000, the number of staff in New York had already shrunk by six per cent, the first such reduction in more than a decade. A ten per cent cut in core administrative costs was planned over the coming year.

148. The leadership of UNDP was being renewed through new appointments, including that of Ms. Rima Khalaf Hunaidi, the former Deputy Prime Minister of Jordan, as Assistant Administrator and Director of the Regional Bureau for Arab States, and that of Mr. Abdoulie Janneh of Gambia, as the Assistant Administrator and Director of the Regional Bureau for Africa. Mr. Pieter De Zwart of the Netherlands had been appointed Chief Information Officer, the first person to fill this position, and Mr. Gilbert Houngbo of Togo had been appointed Chief Financial Officer. Ms. Nancy Birdsall of the United States, formerly with the Inter-American Development Bank, and currently with the Carnegie Endowment for International Peace, was now serving as part-time Senior Adviser for the Human Development Report.

149. The Administrator noted that special attention was being given to some country offices because programmes were weaker than they should be or because development needs were so critical that they merited special effort in terms of management support. Plans to model a new country office in line with the overall vision developed for UNDP were underway. Country office reports to headquarters had already been cut by 50 per cent, from 100 to less than 50 per year. Fifty posts from the Bureau for Development Policy had been moved to the field to provide policy support to country offices. A further 48 staff members from the Global Environment Facility and Montreal Protocol were being decentralized to the country level. Proposals would soon be made for restructuring the work of the Special Unit for Technical Cooperation Among Developing Countries to integrate it more visibly in the broader activities of UNDP, ensuring that there was a growing volume of South-South cooperation in all country programmes. The role of the Resident Coordinator and the relations with the broader United Nations community would be continually refined and reinforced. The establishment of an Administrator website for direct communications with resident representatives was planned.

150. The Administrator, in reiterating the new UNDP vision, stated that it encompassed advocacy and advice, pilots and partnerships. The organization's role in global advocacy, as part of the widening debate on the effects of globalization, utilized the instruments of the Human Development Report and the national human development reports. A National Human Development Report Unit, linked to both the Bureau of Development Policy and the Human Development Report Office, as well as UNDP country offices, had been created to provide expert support to ensure the quality of national human development reports at the country level. The evidence in the ROAR well supported the claim that the policy advice role of UNDP was in high demand in programme countries. It was thus very important that as UNDP focused on the legal, political and regulatory frameworks and on capacity-building, its own in-house capacity was also strengthened. Partnerships with specialized agencies and others were also of key importance. UNDP would provide advice not only in its own priority sectors, but also through United Nations partners who could offer support in sectors where the organization did not maintain its own independent policy expertise. Projects would be piloted to ensure that they could be mainstreamed into national policy.

151. The Administrator noted that partnerships began with the United Nations Development Group relationships, in particular through the 100 United Nations country teams currently preparing common country assessments. There were 75 United Nations Development Assistance Frameworks (UNDAFs) planned and 40 United Nations Houses would be established by the end of 2000. Almost half of resident coordinators were now selected through the inter-agency process and had undergone the inter-agency competency test. He noted that those achievements had taken place in the context of a 35 per cent reduction in funds available for the resident coordinator function. New arrangements, such as the movement of the United Nations Office to Combat Desertification and Drought (UNSO) to Nairobi, near the United Nations Environment Programme, would be part of the future strengthening of partnerships. The partnership with the World Bank and International Monetary Fund was of key importance because of the strategic resource flow to programme country partners. Country level pilot partnerships built around the poverty reduction strategy papers were also a demonstration of progress. Areas of direct UNDP activity that would be cut included forestry, health (except HIV/AIDS), education, sanitation, transport and fisheries. Expertise in those areas would be drawn from others. The Administrator underlined his plans for UNDP to become the leader within the United Nations development family in information technology for development. He also emphasized the need for coordination as well as the opportunities for cost savings that would come with a more coherent strategy and delivery system.

152. In describing plans for a ministerial meeting on UNDP, the Administrator underlined the need to secure political support for both UNDP and the United Nations development-cooperation system. He explained that meetings of ministers, such as those in the Development Committee of the World Bank, could provide a base of authority for delegates participating in the Executive Board. While the idea for the ministerial meeting had originated as a result of the failure to meet the commitment set for contributions to core resources, its purpose was to gain political

will to give Board members the opportunity to find solutions to the organization's challenges. The Administrator underlined that the United Nations system provided an alternative to the vision of globalization, led by Bretton Woods institutions, giving broad and equal representation to all, and created an alternative at the country level. UNDP sought to promote the priorities of developing countries and the best support and advice from all sources to meet the development needs of those countries.

153. There was clearly a financial dimension to the concerns as well as tremendous stress on the ability to finance change in UNDP at a time when the approval authority to commit more resources to 30 countries had been suspended because of overcommitments. Those countries could not embark on any of the programmatic reform initiatives because they had no money left. Moreover, the resource situation threatened to jeopardize the commitments that the Administrator had made to training, to new recruitment and to outposting to the country level. The universality of UNDP was also threatened.

154. In building on the strengths of UNDP for the future, the Administrator referred to the organization's role in advocacy, its far-reaching presence, the critical role in coordination and partnerships, the post-conflict and "gap" roles and its role in information technology for development. With regard to core and non-core resources, the ROAR for 1999 showed that there had not been much slippage between non-core and core funds in terms of target sub-sectors. The real problem with non-core funding was geographic, with almost 60 per cent of non-core funds for 2000-2003 going to middle-income countries, of which a very large proportion went to trust funds for disasters. There was therefore still the need for a stronger core platform if UNDP was to retain its universal character.

155. In conclusion, the Administrator underlined the need to make the case to ministers that UNDP had never been more indispensable. At the present moment of global change in particular, it was vital to note that the trust and presence of UNDP made it more central than ever, not only to the modified plans for programme countries, but also for the viability of the United Nations itself. The future strategic mission of the United Nations needed to lie in development and the fight against poverty, as the Secretary-General's Millennium Report had highlighted.

156. Delegations welcomed the Annual Report of the Administrator for 1999 (DP/2000/23), citing the great improvement in the quality and content of the report over that of previous years, as well as its comprehensive scope and analytical nature. The report underlined the important progress achieved by UNDP in the previous year in many areas. Some speakers emphasized the need for a more universal version of the annual report to enhance the visibility of UNDP.

157. The Foreign Minister of Niger expressed the appreciation of his Government for the cooperation of the United Nations in his country, especially through UNDP.

Areas of assistance had comprised poverty eradication, promotion of the private sector, governance, including electoral support, elaboration of a country strategy note, and the environment. A national execution unit had been set up in the Planning Ministry in 1999. The programme, however, had suffered from the negative funding situation of UNDP. He emphasized the importance of the round table mechanism, the need for new technologies for development, the universality of UNDP as its comparative advantage and the need for UNDP to continue to adopt to global change.

158. Many representatives welcomed the proposal of the Administrator for a ministerial meeting on UNDP to be held in September 2000. The meeting could address a host of important topics surrounding the role of UNDP in United Nations operational activities for development. It was essential that such a meeting be well prepared. One speaker suggested that the meeting could be held on an annual basis and another urged the participation of civil society.

159. Almost all delegations emphasized the strong need for UNDP to regain a strong and stable core funding base. Some speakers underscored the necessity of linking reform in UNDP with the multi-year funding framework (MYFF)/ROAR process, as had been intended when the Executive Board approved a funding strategy for UNDP. It was disappointing that the resources expected with the adoption of the MYFF had not been forthcoming. One speaker emphasized that the ROAR should be discussed at the same time that funding commitments were announced. Several speakers referred to increases in their contributions to the core funding of UNDP in 2000, a factor that underlined their very positive support of the direction of UNDP. One delegation requested that the following year's annual report include information on participation in the conference on financing for development. Increased attention must be paid to focusing on programmes funded from non-core resources, stressed one delegation. However, the statement of the Administrator was fully satisfactory with regard to the principles he had expressed regarding non-core funding. One speaker underlined the importance of cost-sharing to its country programme.

160. Speakers underlined their support for the reforms instituted by the Administrator and encouraged him to continue in the direction he had elaborated in his Business Plans 2000-2003. UNDP actions to re-deploy staff to the field and to exercise good managerial techniques, including the creation of a unified corporate culture, were applauded. As the lead development agency of the United Nations, it was hoped that UNDP would exercise leadership for effective development cooperation. The key role of UNDP in coordination at the country level through the UNDAF and as a key adviser to Governments in social, political and economic governance was underlined. Several delegations referred to the need to preserve the universal and neutral nature of UNDP, thereby respecting country ownership of programmes.

161. One delegation stated that, given the management challenges to be faced, there was a need to examine the functions of the Office of Human Resources in light of the overall restructuring of UNDP headquarters. The speaker also cited the need to ensure the proper capacity at the country level for an enhanced role in policy advice.

162. Many delegates praised the heightened focus of UNDP programmes. While many speakers expressed their support for the upstream approach, several representatives noted the importance of addressing the diverse needs of programme countries. One speaker stated that downstream activities were the traditional activities of UNDP and had provided distinct advantages to programme countries. Several speakers welcomed the enhanced role that UNDP could play in information technology for development, also encouraging UNDP to fully engage in the deliberations on information technology at the substantive session of the Economic and Social Council, 2000. Speakers recalled that the Executive Board had not yet fully discussed the role of UNDP in special development situations. However, some delegations recognized a potentially positive role for UNDP in filling the "gap" between emergency and development and in conflict prevention, particularly in Africa. Several delegations elaborated on the positive programme work of UNDP in their countries. While many speakers welcomed the announcement by the Administrator that UNDP would eliminate direct interventions in certain programme areas, several speakers were concerned about any weakening of UNDP support in the areas of education, children's vaccines and in combating desertification. One delegation requested information about the effects of decentralization in UNDP on the Special Unit for Technical Cooperation Among Developing Countries.

163. Some delegations expressed concern about the reference in paragraph 2 of DP/2000/23 to countries, particularly in the developing world, needing to "reposition themselves" in response to changes or find themselves marginalized. In that regard, it was believed that an enabling environment should be created to benefit developing countries in dealing with global change.

164. Many speakers recognized that implementation of results-based management could take years. Some delegations underlined that progress in reform should not be lost while waiting for outcomes. Some speakers cautioned that not all results could be quantified. One delegation pointed out that it was important to consider the additional pressure placed on country offices to meet targets and to comply with new instructions and requests emanating from Executive Board decisions.

165. While some delegations welcomed the substantial information on partnerships, several speakers underlined the need for more information on the relationship between UNDP and specialized agencies and with Bretton Woods institutions. Some speakers expressed concern about the reference in paragraph 59 of DP/2000/23, stating that there were no more "natural boundaries" between the World Bank and UNDP. The further strengthening of relationships between UNDP, civil society organizations and the private sector was encouraged by many

representatives, although some speakers urged consultation with host Governments in that regard. One speaker highlighted the importance of cooperation between UNDP and organizations focusing on trade, such as the World Trade Organization. In that respect, a more active role for UNDP within the Integrated Framework for Trade-related Technical Assistance to Least Developed Countries (LDCs), initiated in 1996, would be welcomed.

166. With regard to advocacy, many delegations expressed appreciation for the Human Development Report and the national human development reports, and requested further information on the Journal of Human Development. Enhanced use of Internet, including through netaid.org, was welcomed by many speakers.

167. Several speakers referred to the enhanced role of the Executive Board in the reform of UNDP. One delegation urged the avoidance of micro-management in Board decisions. Another speaker stated that the role of the Board had become more clearly defined and the discussion more interactive.

Administrator's response

168. The Administrator thanked delegations for their warm support for the annual report. He also welcomed the strong support for the ministerial meeting. It would not be a fund-raising meeting, but rather an effort to raise political will for UNDP. It was hoped that that support would translate into many additional forms of support which would lead to adequate resources for UNDP to carry out its designated missions. He informed the Board that UNDP had recently drawn further from its Operational Reserve than it had since 1975. Fortunately, a payment from one major donor had enabled UNDP to stand on more stable financial footing. However, there was no escaping the fact that the strategy of UNDP needed to be aligned with resources to enable implementation, for which it needed political support.

169. While cost-sharing had been successful in some regions, it was important to note that it covered up the dearth of resources for Africa. UNDP sought to increase the amount of funding for the African region, not to decrease that of other regions. Building non-core funding on a weakening core-funding base had led to distortions, including in personnel management. A very detailed blueprint existed on how to implement the 25 per cent reduction of headquarters personnel. He hoped that new opportunities would be created for staff, including through redeployment to the country level. The greatest attention would be paid to ensuring the high quality of UNDP staff.

170. He underlined that UNDP programmes in governance were based on the requirements of programme countries. New areas such as information technology for development were an exciting challenge for UNDP. The potential role for UNDP in coordination with other organizations had been discussed and included the

signing of a Memorandum of Understanding with the International Telecommunications Union and the United Nations Development Fund for Women on the role of women in information technology. UNDP would support the World Bank sponsored initiative, Development Gateway, a compendium on development activities. With regard to South-South cooperation, his aim was to ensure that UNDP could strengthen its function in that area through building capacity at the country level. He clarified that the role of UNDP in humanitarian aid was limited to the gap after assistance and before long-term reconstruction.

171. He informed the Board that a number of activities were underway to ensure the development of a new relationship with United Nations specialized agencies, including through the United Nations Development Group and in bilateral discussions. He noted that to serve desertification needs in Africa better, the United Nations Office to Combat Desertification and Drought (UNSO) would be placed in Nairobi, near the United Nations Environment Programme.

172. The Administrator responded to other queries that had been raised. He noted that UNDP would not reduce support to the International Vaccine Institute prematurely. Education as a programme area would not be dropped in that UNDP would continue by working for reform of public administration and advocacy. He informed the Board that he would chair a meeting in July 2000 to look at revamping the Integrated Framework for Trade-related Technical Assistance to LDCs in response to the evaluation of that initiative. He noted that in Africa, 25 UNDAFs would be completed by the end of 2000, and that every country in that region would have a country cooperation framework and UNDAF process under way. The Civil Society Organizations Committee had an advisory role but no executive authority. He thanked those representatives that had cited positive examples of UNDP programmes in their countries.

Overview of Results-oriented annual report (ROAR)

173. The Director of the Evaluation Office introduced the results-oriented annual report (ROAR) for 1999 (DP/2000/23/Add.1 and DP/2000/CRP.10). He noted that results-based management had become the organizing principle in the changing UNDP. Results-driven frameworks included the strategic results framework (SRF) of the multi-year funding framework (MYFF) and the Administrator's Business Plans, 2000-2003. Reporting took place through the ROAR. UNDP was committed to measuring progress and impact, factors that made a difference to stakeholders. The goals and sub-goals of the SRF reflected international commitments and the comparative advantage of UNDP. Key building blocks of the ROAR included the incorporation of outcomes, investing in partnerships, managing for results versus measuring them, soft interventions, combining the top-down and bottom-up approach, and using the MYFF as a mechanism for increased, predictable core resources.

174. The 1999 ROAR was the first comprehensive integrated look at the performance of UNDP. It contained an overview of the performance of the six goals, with detailed analysis of three sub-goals (see below). The performance of UNDP in those areas was assessed in relation to the intended outcomes of the MYFF. Some general findings included the following: (a) there were many direct interventions at the micro-level, but a limited link to macro-upscaling or policy frameworks; (b) there was significant evidence of UNDP promoting civil-society and public-private partnerships; (c) 50 per cent of the governance category went to public-sector improvement activities, a traditional area of UNDP support; (d) knowledge networks did not feature prominently in the goals, except in gender; and (e) there was discernible movement towards new and sensitive areas, including democratic strengthening and transparency. Highlights in the areas of gender and special development were given.

175. The Director elaborated on the key issues and the findings of the ROAR, including the linkage of upstream with downstream, in which it was found that UNDP was moving upstream and generally performing well. However, there was a substantial share of UNDP results that were at the downstream level, with downstream outweighing upstream in the area of poverty eradication by two to one. The ROAR also found that stronger links were needed between the policy work of UNDP and its direct interventions; sustainable human-development concepts needed to be linked with practice; and policy dialogue could not work with out an adequate resource base. With regard to focus, it was found that 90 per cent of total resources targeted the seven main sub-goals. Of total expenditures, 32 per cent targeted poverty and 52 per cent targeted governance; of core expenditures, forty per cent targeted poverty and 38 per cent targeted governance. In general, core and non-core funded projects were ranked similarly. The results determined that UNDP needed to examine the entry points to its interventions and ensure a tighter alignment of services with the sustainable human-development mandate. The ROAR analysis provided an empirical basis for sharpening the comparative advantage of UNDP and the capacities needed to deliver them. New opportunities included the use of ROAR and MYFF as instruments to improve and to find a more strategic and stronger role for UNDP and to demonstrate the unique value of a multilateral organization.

General comments on the ROAR

176. Delegations commended UNDP for the first ROAR, citing the demonstration of real change in the organization thanks to its commitment to results-based management, the speed with which it was produced, increased transparency and the positive example provided to other organizations. UNDP was leading the way in the United Nations reform process. The exercise was a major step forward toward the overall goal of reducing the number of people living in extreme poverty by 2015 and toward a general improvement in the lives of people in programme countries. The ROAR provided an important record of what UNDP had accomplished. It was essential that lessons learned from the ROAR be built upon by all concerned. Speakers were grateful for the extensive consultative process which they hoped would continue for future ROARs.

177. While praising the overall quality of the ROAR, some delegations noted that it was still a work in progress and looked forward to improvements in methodology, especially with regard to the difficulties associated with aggregation at the national, regional and global levels. The establishment of meaningful and comparable performance indicators was essential, in addition to the possibility of including situational indicators at the global and country levels. The context of individual countries needed to be taken into account. Training, monitoring and support were essential to ensuring the full implementation of results-based management. It was important to avoid bias in reporting and to ensure monitoring of the impact of activities while also examining the causes of success or failure. One speaker highlighted that attribution was made more difficult by the partnership and coordination role of UNDP at the country level.

178. One delegation suggested including unintended results in future ROARs. It was necessary to devote greater efforts toward elaborating results in the areas of gender and partnerships. That the United Nations Development Fund for Women (UNIFEM) acts as the executing agency for UNDP in the area of gender, one delegation noted, did not mean that UNDP could compromise its attention to gender issues. Improvements in the SRF were noted. One speaker stated that UNDP should participate in sector-wide action plans. Another delegation, on behalf of two others, emphasized the need to have more concrete conclusions in future ROARs and more clarity on the linkage with the MYFF process. A query was raised regarding whether the annual report of the Administrator and the ROAR could be produced as one document in order to reduce the volume of documentation submitted to the Board.

179. Several speakers noted that it could be difficult to measure the progress toward intended outcomes as there was some ambiguity in the categories. One speaker emphasized that outcomes might not be immediately apparent. Under-reporting could also be an issue, as UNDP seemed to be modest in its description of results. Terminology related to outcomes could also be clarified. Information on the involvement of the Evaluation Office in the ROAR was requested. Some delegations raised queries regarding the aggregation of results, with one suggesting that it be done on a regional basis. One delegation suggested that future reports could show two categories, one with relative success, and another with lower success rates. Some delegations pointed out that expectations of UNDP performance should be reasonable, based on the levels of funding it provided to countries.

180. Speakers expressed disappointment that an increase in resources to UNDP had not coincided with the implementation of the MYFF. All countries were called on to adhere to Executive Board decision 98/23.

181. Two delegations commented on DP/2000/CRP.10, welcoming the progress by the UNDP-associated funds and programmes in incorporating results-based management. One speaker noted that UNIFEM had already incorporated results-based management. Further work on indicators and training would be welcomed. The proposed SRF for the United Nations Capital Development Fund (UNCDF) was welcomed and endorsed, as it was in line with the UNDP ROAR. Another speaker

supported highlighting the results of the associated funds and programmes as a group. One delegation requested that the next ROAR should more fully integrate the activities of the UNDP-associated funds (UNIFEM, UNCDF and United Nations Volunteers).

182. One speaker emphasized the need to ensure further impartiality, perhaps by including other partners from the United Nations Development Group and experts from bilateral organizations in the process. In that regard, another delegation offered to provide assistance based on its own experience.

183. The Office of the United Nations High Commissioner for Refugees (UNHCR) underlined the key areas of partnership with UNDP in special development situations.

Goal 1: The enabling environment for sustainable human development: Sub-goal 2: strengthening capacity of key governance institutions

184. The Assistant Administrator and Director of the Bureau of Management introduced goal 1, sub-goal 2. He noted that the demand among country offices for interventions in this area was the highest, receiving 38 per cent of core funding and 57 per cent of non-core funding. The highest level of reporting, 30 per cent of all outcomes, was attributed to this area. A high-level of performance was reported, with variations according to regions. The pillars in this area include support to elections, legislative bodies, justice reform and human rights. He underlined that the ROAR contained a wealth of information and analysis. The challenge was to maximize the management benefits of the material contained in the ROAR. Further work was needed in knowledge management, in realigning existing policy expertise behind evolving demand, in identifying opportunities for closer partnerships and in emphasizing anti-poverty work in governance and gender.

185. It was acknowledged that the results reported in goal 1, sub-goal 2 covered sensitive areas. Concern was expressed that poverty eradication, the main focus of UNDP, was not more explicitly linked to good governance programmes. The cross-cutting nature of poverty and gender also needed greater emphasis, with one delegation suggesting gender-analysed state budgets. One speaker noted that the results of UNIFEM needed to be better integrated in the ROAR, as it was the main arm of UNDP on gender issues.

186. One delegation expressed the view that UNDP interventions in the areas of political, economic and social reform did have an impact on poverty reduction thanks to the creation of an environment in which the poor were empowered economically and could access rights under the law. The weight of poverty on people could not be underestimated. It would not always be clear to what extent UNDP contributed to policy-making since the source of change could be obscure. Several delegations suggested that UNDP develop a general strategy for governance

in order to focus on those areas where UNDP had a comparative advantage. For example, UNDP could strive to ensure a stronger linkage between governance and peace-building initiatives. Lessons learned needed to be explicit and shared with others partners. One speaker called for clear definitions of the themes included within reporting on governance and requested information on whether an overall definition of governance had been reached. Another delegation stressed the importance of creating legal security to encourage foreign direct investment in programme countries. Another speaker noted that it was not advantageous for UNDP to report everything it did in institution-building as that was a very sensitive area. One speaker pointed out that while national human development reports would be of assistance, they were not the prime determinant of policy change.

187. Some speakers suggested that UNDP rely on the increased participation of others in electoral assistance, including civil society. One delegation raised a query regarding a possible difference in findings between the ROAR and a recent joint evaluation with the Government of Germany on decentralization. The speaker also requested information on whether UNDP support for decentralization had an explicit link with poverty-eradication objectives. One delegation raised a query regarding the role of UNDP in decentralization as compared with that of the World Bank. How the sub-goal was linked with support to programme countries in the context of globalization was a further question.

188. Several speakers expressed their support for UNDP work in the area of human rights, which included cooperation with the United Nations High Commissioner for Human Rights (UNHCHR). It was hoped that work in human rights could be expanded to all regions covered by UNDP. Progress in human rights was impressive, given the short time of UNDP involvement. It was a testament to the trust between the organization and its programme countries. Further elaboration on lessons learned was suggested. One delegation stated that, in the long run, UNDP would have to integrate good governance and human rights, as the two were obviously interlinked. A clearer human-rights approach should be inherent in all UNDP programmes. Another delegation underlined how helping the poor to defend their rights was an important way of enhancing participation. Efforts to reach distant and sometimes illiterate populations through mass media were praised.

189. One delegation suggested that the category of good governance was excessive because it included too many diverse activities. His Government expressed the view that UNDP should maintain its flexibility, focusing on development and responding to the needs of programme countries.

190. The Assistant Administrator and Director of the Bureau of Management responded that questions of methodology were central to the dialogue on the ROAR and would be discussed in more depth in the informal meeting scheduled during the session. The approach went beyond self-assessment because of the more objective nature of indicators and the reviews by both country offices and a headquarters-based team. The methodology would be improved by refining the instruments used and by simplifying the indicators.

UNDP welcomed collaboration with bilateral and multilateral organizations and experts on questions of methodology. The overall goal was to integrate fully the results-based approach in the day-to-day management of UNDP and to use the results from the ROAR to make strategic decisions. Results-based management emphasized partnerships for results. In that regard, it was useful that the United nations Population Fund (UNFPA) and UNICEF had also adopted multi-year funding frameworks. In response to the query raised, he noted that DP/2000/CRP.10 was an initial attempt to integrate the approaches of UNDP-associated funds and thereby to make them work for results. With regard to UNDP work in sensitive areas, the Assistant Administrator noted that UNDP did not have a monopoly in governance or in any other situations. Programme-country Governments needed to assess the comparative advantage of UNDP on a case-by-case basis. He noted that in response to the resource situation, UNDP had been forced to cut back many of its programmes, including those in governance. In response to the query raised, the Assistant Administrator confirmed that all UNDP programmes and projects were signed by the Government.

191. The Assistant Administrator and Director of the Bureau for Development Policy stated that in general UNDP had not yet made the link between poverty eradication and governance at the country level. Further strengthening and analysis was required, including the enhancement of the pro-poor nature of programmes, such as in the 20/20 initiative. Another area of linkage between poverty eradication and governance was in decentralization. She noted that further analysis of local budgets was needed. Other useful initiatives included making information more accessible to the public and strengthening knowledge networking through shared practices. She noted that the ROAR analysis had been utilized the planning for the decentralization policy experts from headquarters to the field. The Assistant Administrator stated that much of the activity in human rights had been recent and thus was not reflected in the 1999 ROAR. Regional workshops had encouraged more activity at the country level with other United Nations partners, including UNHCHR.

192. The Director of the Evaluation Office thanked delegations for their offers of support with regard to the methodology of the ROAR. Involvement of the Evaluation Office provided an opportunity to make evaluation a real-value function in UNDP, including the incorporation of more systemic results. It was particularly important to find a means to measure soft interventions. Joint evaluations, such as that conducted with the Government of Germany on decentralization, were a consequence of the increased focus on partnerships. The joint evaluation had supported the conclusions of the ROAR, which underlined the need for tighter connection between poverty eradication and decentralization.

193. The Assistant Administrator and Director of the Regional Bureau for Africa stated that regional analysis on programmes in Africa had been carried out, providing evidence of UNDP support to key government institutions and elections on that continent. UNDP was involved in voter-education programmes on governance, which included the key component of gender. With regard to decentralization, UNDP played a significant role in capacity-building, with 29 out of 44 sub-Saharan African countries reporting capacity-building as a component.

Goal 2: Poverty eradication and sustainable livelihoods. Sub-goal 1: Promote poverty-focused development and reduce vulnerability.

194. The Director of the Evaluation Office introduced goal 2, sub-goal 1, stating that the poverty-eradication goal received the greatest amount of core resources (40 per cent). In terms of the allocation of overall resources, poverty eradication was second (at 32 per cent) to the goal of creating an enabling environment. That prioritization was reflected in the very high levels of reporting by country offices. Overall results showed good progress, though a variation among regions remained, with the Asia and Pacific region the highest (at 74 per cent). The depth of progress also varied. The results showed that UNDP was concentrating its efforts on the advanced stages of preparing and implementing anti-poverty plans, rather than at advocacy, and that some support had been provided for the preparation of the Poverty Reduction Strategy Papers. However, there was little evidence of progress in assisting countries to make their macroeconomic policy frameworks more pro-poor, with success mainly limited to the Latin America region. The 20/20 initiative had relatively limited outcomes, demonstrating the need to generate more results at the advocacy level for the reallocation of national expenditure and proof that it had taken place. Monitoring of human poverty and income poverty was the second largest area of support, with 34 countries reporting that one goal of national anti-poverty planning was to improve poverty data. Human poverty demanded greater attention, especially in relation to developing methodologies for its assessment.

195. One delegation emphasized the key role played by the *Human Development Report* and national human development reports in promoting anti-poverty plans. Many delegations highlighted the role of UNDP in advocacy: that eradication of poverty was linked to overall economic development. A query was raised regarding the role of the Poverty Strategies Initiative in the ROAR process.

196. A general debate ensued on the approach of UNDP programmes to the macroeconomic and microeconomic policies of programme countries. Several speakers underlined the need to link support and macro- and micro-level activities, acknowledging that both were essential. Some delegates, noting the need to tailor programmes to the individual needs of countries, emphasized the usefulness of micro-level and targeted interventions. Other speakers stated that implementation at the micro level could be complex and eventually difficult to convert into upstream projects.

197. One speaker underlined that, in practice, it would be difficult to make macroeconomic policy pro-poor. What was important was to recover costs so that services would be less expensive for the poor. The question remained as to what other measures UNDP could propose in order for governments to make macroeconomic policy more pro-poor. It was possible that UNDP would find itself more effective in direct interventions to the poor, which might not be part of macroeconomic policy. In that regard, another speaker noted, it was important to analyse lessons learned at the community level which could be brought to the policy level. Another delegation argued that, through human-resource development, anti-poverty plans contained a link to macroeconomic policy, in

that trained government personnel went on to formulate policies. It was also pointed out that adjusting macroeconomic policy could take years.

198. One speaker suggested that the next ROAR examine the role of UNDP in shaping macroeconomic policies to promote business-related activities. UNDP had a role to play in promoting macroeconomic policies that would help to create an environment conducive to foreign direct investment.

199. The Poverty Reduction Strategy Papers might be of assistance, but would not change the macroeconomic framework, according to one delegation. Another speaker said that it was important to reduce the number of documents at the country level to ease the reporting burden of programme countries. The vital role of UNDP at the country level in poverty eradication was emphasized, highlighting the need for continuing dialogue with the Bretton Woods institutions.

200. One delegation stated that the 20/20 initiative, which was voluntary on the part of programme countries, did not need to be included in the ROAR. Several delegations cited the affects of HIV/AIDS on human poverty in many regions and, while noting the progress made in combating the epidemic, supported the proposal that it needed greater emphasis. It was noted that in the revised SRF, apart from the inclusion of gender-disaggregated data, there was no other mention of gender. One speaker stated that gender had been mainstreamed into invisibility, and stressed the need to focus on gender in projects and programmes in poverty eradication. One delegation underlined that, as they were costly, UNDP needed to have realistic expectations regarding human-development surveys. One delegation queried whether UNDP had taken part in sector-wide approach programmes. Two delegations suggested that the ROAR include feedback from programme country Governments.

201. The Associate Administrator underlined how vital it was for UNDP to produce results in poverty eradication. He noted that the discussion had veered into a debate on whether UNDP should be involved in macro- or micro-level interventions, which was unfortunate because many other issues were involved under the highlighted sub-goal. He emphasized that the most vulnerable segments of the population must be targeted in poverty-eradication programmes. Success of those programmes would not only be measured by statistical indicators, but also by how the overall poverty level was curbed. UNDP had been instrumental in liaising with Governments on studies to analyse whether macroeconomic policies were pro-poor. Reports and surveys on poverty were important in that they increased understanding about it. Therefore, in a recent agreement with the World Bank, UNDP had begun to provide assistance for the preparation of the Poverty Reduction Strategy Papers on a pilot basis. A key role of UNDP was to ensure through its advocacy work that pro-poor policies were enforced. A good and sound macroeconomic framework was needed to ensure the reduction of poverty through growth, equity and equal distribution of resources.

202. The Director of the Evaluation Office underlined the need for a linkage between upstream and downstream interventions. He noted that UNDP focused its social-protection activities on poverty eradication, as it did, for example, during the recent Asian economic crisis. In response to a query, he noted that UNDP provided support to microfinancing.

203. The Assistant Administrator and Director of the Bureau for Development Policy stated that the Poverty Strategies Initiative, in place in over 100 countries, provided lessons learned that were incorporated in the ROAR, in particular in the human poverty dimension. She noted that changes would be made to ROAR methodology to ensure adequate emphasis on gender.

204. One delegation expressed concern that increased upstream activities by UNDP could create an overlap with the work of the Bretton Woods Institutions. In that regard, the relationship built on trust with programme countries could be jeopardized.

205. Another delegation underlined that UNDP needed to vary its upstream or downstream interventions based on the programme country concerned and examine the lessons learned.

206. The Associate Administrator explained that, while UNDP engaged in upstream activities, it did not plan to stop work at the community level. At a time when resources were going upstream, it had been necessary for UNDP to analyse the nature of its work in order to ensure that its interventions were consistent with the overall policy of the country, and that they were sustainable and of benefit to a large number of people. In response to a query raised, he reiterated that all UNDP interventions came at the request of the programme country.

207. One delegation underlined the importance of the role of the United Nations at the country level and noted that Member States should be consistent in their approaches in the governing bodies of the World Bank and United Nations organizations. Another speaker emphasized the need for programme countries to strengthen their capacity by holding a dialogue with the Bretton Woods institutions. The role of the United Nations system remained viable and critical to programme country development.

Goal 6: UNDP Support to the United Nations: Sub-goal 1: Provide effective and integrated follow-up to the United Nations conferences within the context of sustainable human development

208. The Director of the Operations Support Group introduced goal 6, sub-goal 1. He noted that it was the most heavily reported category with a high level of progress. There had been significant activities in conference follow-up, and United Nations reforms were taking hold. However, challenges and hard decisions lay ahead. In the area of conference

follow-up, there had been substantial support for planning and monitoring, but limited information on concrete activities. The common country assessment (CCA) and United Nations Development Assistance Framework (UNDAF) had been widely adopted and held significant potential. However, agency processes were largely unchanged. There had been increased activity in country-level collaboration and coordination but insufficient evidence of qualitative change. At headquarters, the United Nations Development Group had made good progress but there was caution inhibiting radical changes. Moving to the next level, emerging issues included moving beyond the planning of conference follow-up, improving the quality of CCAs and UNDAFs, re-engineering processes and reinforcing the leadership role of UNDP.

209. Several delegations drew attention to paragraphs 3 and 4 of Executive Board decision 2000/12 on the UNFPA programming process, which emphasized the need for further harmonization and standardization of programmes and programming procedures for all United Nations funds and programmes within the United Nations Development Group (UNDG). The decision also emphasized the need for such harmonization efforts to provide the basis for a substantive, timely and joint oversight function of the respective Executive Boards. In that regard, joint programmes and other cooperation among the UNDG members was supported. Furthermore, internal cohesion must be strengthened so that country-level practices worked and increased activity translated into qualitative progress.

210. Support for the leading role of UNDP at the country level, in particular with regard to the resident coordinator system and the CCA and UNDAF processes, was expressed by many delegations. Speakers underlined the need for high-quality UNDAFs that yielded concrete results. One delegation highlighted the importance of the CCA, which had a great potential for enhancing partnerships at the country level. In that regard, increased effort could be made to involve bilateral organizations at the beginning of the process. One delegation offered assistance to address the problem of scarcity of required skills referred to in paragraph 238 of DP/2000/23/Add.1. The incentive to make UNDAF work, for which the United Nations system was responsible, was clearly to have an effective impact on poverty eradication. One delegation requested specific proposals to strengthen the role of the United Nations by bringing organizations together around common goals.

211. Delegations supported the role of UNDP, as chair of the UNDG, in backing programme countries to implement the goals of international conferences. Given the fact that there had been a number of those conferences, one delegation emphasized the need to ensure integration of outcomes rather than compartmentalization.

212. The Director of the Operations Support Group suggested that funds and programmes should inform their Executive Boards about what programmes had been dropped as a result of the CCA and UNDAF. He noted that UNDP, UNFPA and UNICEF had different budget lines, creating a large obstacle to harmonized programmes. He noted that some positive results had been achieved, particularly in harmonized programming cycles, which was a prerequisite to joint programming. As other organizations incorporated

results-based management, then there could be additional progress through the use of common indicators, for example.

Final comments

213. The Administrator thanked the delegations for their reaction to the ROAR. The high level of discussion on the performance of UNDP had been very useful. He underlined that the country-driven nature of UNDP would remain its compass point.

214. The Associate Administrator stated that a new UNDP had emerged under the leadership of the Administrator. The ROAR was indeed a new chapter in the history of UNDP. The organization was proud to have launched the first ROAR in the United Nations family. However, it was understood that it was a work-in-progress and that the methodology needed to be refined. Based on the discussions, UNDP understood that a better linkage between governance and poverty eradication needed to be created. The debate on micro versus macro interventions had been useful in determining future policy work at the country level. The need for more progress toward supporting the United Nations system at the country level was also noted. It was essential to reach the level of targeted resources legislated by the Board in decision 98/23.

215. The Executive Board adopted the following decision:

2000/15
Annual report of the Administrator for 1999

The Executive Board

1. *Takes note* of the annual report of the Administrator (DP/2000/23 and Add.2 and 3) and requests the Administrator to take fully into account the views expressed by States members of the Programme in this regard, and also takes note of the results-oriented annual report (DP/2000/23/Add.1 and DP/2000/CRP.10) together with the views expressed thereon;

2. *Commends* the Administrator and his staff for the efforts made in preparing the results-oriented annual report;

3. *Encourages* the promotion and further refinement of the results-oriented annual report process as an integral part of the multi-year funding framework, in consultation with States members of the Programme.

23 June 2000

X. Communication and advocacy strategy

216. In introducing the item, the Administrator expressed his personal enthusiasm for communication on development issues. He highlighted the importance of publicizing stories that would help to mobilize resources and raise public awareness about development cooperation in the United Nations. UNDP was in a position to communicate effectively in the areas of governance, information technology for development, the gap between relief and reconstruction, and globalization, focusing on promoting an alternative voice to that which was gaining most public attention.

217. The Director of the Communications Office gave an oral report on the communication strategy of UNDP, entitled "Sharpening UNDP's image: the way forward". He stated that the purpose of the strategy was to mobilize political and financial support for UNDP. In that respect, a clear image of UNDP, differentiating it from other United Nations organizations, needed to be communicated to outside constituents. He emphasized how, in the past year, the new management of UNDP was committed to achieving excellence. Building on the transformation of the organization, UNDP also benefited from a global network of knowledge grounded in practical field experience and access to a wide range of experts. The Director underlined that the core mission of UNDP was to play a pivotal role in halving world poverty by 2015. The organization would accomplish that goal through its advice to Governments on policies and institutions to meet development challenges, working with partners to mobilize talent and resources and playing an advocacy role through the Human Development Report and other mechanisms. UNDP, including its associated funds (United Nations Development Fund for Women, United Nations Volunteers and United Nations Capital Development Fund) was the development agency for the developing countries. It had a universal and long-standing presence in the developing world and unique multi-sectoral coordination responsibilities. The main issues that the communications strategy would focus on included: information technology for development, sustainable trade, conflict prevention, post-crisis recovery, assistance to Governments, HIV/AIDS and United Nations coordination.

218. The Communications Office would market the plan to regional and thematic bureaux and country offices, seeking broad endorsement. The Director informed the Board of the new structure of the Communications Office, which included a directorate and sections covering media, internet/editorial matters, special events and publications. The Communications Office planned to service UNDP country offices and headquarters through a strengthened media section at headquarters and in select cities in the field; a new internet section that would tap websites for media and advocacy outreach; the production of targeted and easy-to-read publications; private-sector sponsorship of UNDP special events; and training.

219. All delegations taking the floor praised the successful work undertaken by UNDP in communications. The positive effects of the restructuring of UNDP resulted in the creation of a new Communications Office. It was pointed out that

adequate resources were necessary for UNDP to fulfill its intentions with regard to the communication strategy.

220. One delegation underlined the tireless efforts of UNDP in connection with its communication and advocacy strategy. It was essential to reach the broadest audience possible, relying on a well-informed staff operating under the guidance of sensible policies. In addition to the successes, self-critical analysis of the communications work of UNDP would also be welcomed at future Board meetings.

221. Several speakers emphasized the need for a strong link between the communications and advocacy and resource-mobilization strategies. It was essential to reach key decision-makers in Government and civil society, as well as with the public at large. The Human Development Report was a good example of the linkage of the two strategies through its strong public outreach. More needed to be done, however, when it came to the general public, including the widespread dissemination of success stories, including through goodwill ambassadors. UNDP had to demonstrate its comparative advantage and value-added activities, including its leadership role in the United Nations Development Group. There was an urgent need for an illustrated annual report that could be disseminated widely to decision-makers and the public. Several delegations underlined their support for the convening of a ministerial meeting to discuss the funding of UNDP, to be held in September 2000.

222. One delegation recognized the niche that UNDP had with regard to presenting the "human face" of globalization, particularly through its Human Development Report. The speaker also recognized other publications produced by UNDP through its Office for Development Studies that had contributed to the international dialogue on development issues. UNDP was well-placed to contribute to the global debate on development, in particular through its distinct comparative advantages vis-à-vis other United Nations organizations, as described in the presentation by the Director.

223. Many speakers noted the enhanced efforts in advocacy at the national level that were enabling UNDP to enhance its visibility. Several delegations underlined the need to focus advocacy efforts on the specific needs of individual countries through their respective country offices. It was essential that success stories be given more publicity. Some speakers emphasized the need to devote special attention to Africa in order to combat the continent's poor image in the media. Several speakers thanked the Communications Office for its valuable support to the South Summit of the Group of 77, held in Havana in April 2000.

224. One delegation recognized the valuable contribution of Choices, the monthly UNDP magazine devoted to development issues. The speaker also requested information on printed publications that had been eliminated.

225. The increased use of Internet by UNDP was welcomed by speakers. Several delegations praised the contribution of netaid.org to poverty eradication. One delegation requested that the Executive Board be informed about the progress of netaid.org on an ongoing basis.

226. One delegation requested information on the status of the relationship between the United Nations Information Centre and the UNDP office in Cairo. Another delegation requested an update on the role of the communications strategy in the context of the Secretary-General's reform programme.

227. The Director of the Communications Office underlined the efforts of the Office to ensure a culture of communications throughout the organization. A publications committee had been set up to manage printed materials produced by UNDP more effectively. The restructured Communications Office would ensure more control over the content of the communications and advocacy work of the organization. An illustrated annual report would be produced in the near future. In response to the query raised, the Director noted that a symposium on media and Africa's image had been held early in the year. Opinion pieces on Africa's development, signed by the Administrator, had appeared in prominent publications. In response to another query, the Director affirmed that the role of UNDP in country-level coordination was a key issue and that the communications strategy would focus on the image of UNDP within the United Nations system. The issue raised regarding the United Nations Information Centre in Cairo would be discussed bilaterally with the delegation concerned. The Director thanked those delegations that had made positive comments about the work of the Communications Office and, in particular, its role in facilitating the South Summit in Havana, Cuba.

228. The Executive Board took note of the oral progress report on the communication and advocacy strategy.

XI. United Nations Volunteers

229. In his opening remarks, the Administrator highlighted the fact that the United Nations Volunteers programme (UNV), through the mobilization of UNV volunteers, played a vital role in supporting the programmes and activities of the United Nations system as a whole and was now an integral part of all key United Nations operations. The Administrator further noted the importance of volunteer contributions in development cooperation and in the promotion of more cohesive societies. He congratulated the Executive Coordinator for her leadership and strengthening of UNV. In conclusion, the Administrator observed that the role of UNV in the United Nations Information Technology Service (UNITeS) and the commemoration of the International Year of Volunteers 2001 would provide special opportunities for UNV to enhance its public profile and its impact within the United Nations system further.

230. In introducing the report of the Administrator on UNV (DP/2000/24), the Executive Coordinator of UNV noted that during the last biennium the programme had continued to expand, both in terms of the numbers of volunteers in service and in the range of activities performed. Highlights had included increased participation in electoral support and humanitarian operations, the role played by UNV volunteers in bridging the transition from relief to development, and the broadening of the organization's partnership base with multilateral, regional and national entities. Referring to the challenge posed by the digital divide, the Executive Coordinator informed the Board that UNV was now linking on-site and on-line volunteers. In response to a request by the United Nations Secretary-General, UNV was also leading a coalition effort to create the high-tech volunteer corps, UNITeS, which would connect people globally through a shared knowledge base.

231. In conjunction with the above, it was noted that in 1999 a record number of 4 383 UNV volunteers, representing more than 140 nationalities and serving in as many countries, had carried out 4 755 assignments. Those figures signified the continued growth in demand for the services of UNV volunteers and the universality of the UNV programme in providing a channel for nationals from all countries to contribute to the transfer and exchange of skills within and among regions.

232. The Executive Coordinator was pleased to note that the designated focal point for the International Year of Volunteers 2001 presented UNV with a unique opportunity to promote volunteerism, to enhance recognition of its particular contribution to social cohesion and economic well-being, and to make visible the collective global force that volunteers constituted at the local, national and international levels. Accordingly, UNV had been active in both building upon existing networks and establishing new constituencies, in promoting more organized forms of volunteerism and in supporting research in the area of quantitative measurement of volunteering. The Executive Coordinator concluded by inviting the Executive Board to hold a special event on volunteering at its annual session in 2001.

233. Delegations expressed their appreciation of the overall content of the report, noting in particular its transparency, the emphasis given to illustrating the value-added of UNV volunteer contributions, and the presentation of the vision and strategic directions of UNV. The delegations also commended the adoption of the UNDP strategic results framework as the instrument to present and review the areas, outcomes and results to which the UNV programme and UNV volunteers contribute.

234. The delegations congratulated UNV for its continued growth during the biennium and for maintaining its responsiveness and relevance to the changing environment. Many delegations highly commended the use of the mixed-team approach, combining the expertise and knowledge of international and national UNV volunteers, as well as the expansion of the national UNV modality as an effective means of building national capacity and of contributing to sustainable-development outcomes. Several delegations from programme countries also reaffirmed the value of the UNV programme as a means by which their nationals could serve as UNV volunteers and, by so doing, foster South-South cooperation and the exchange of knowledge and expertise.

235. Two delegations noted that while the absolute number of female UNV volunteers had increased during the biennium, there was a slight decline in the female/male ratio in the total number of serving UNV volunteers. In response, the Executive Coordinator reaffirmed the commitment of UNV to achieving a female/male ratio of between 40/60 and 60/40 and assured delegations that special recruitment efforts would continue, particularly in emergency, humanitarian and electoral operations.

236. In reviewing the range of mechanisms that UNV now offered, many delegations expressed support for the UNV on-line volunteering mechanism and commended UNV for opening up new possibilities for many more individuals to share their skills. Some also recommended that the United Nations International Short-Term Advisory Resources (UNISTAR) modality and the Transfer of Knowledge through Expatriate Nationals (TOKTEN) modality should be further exploited. One delegation conveyed its appreciation to UNV for piloting an initiative whereby qualified personnel with more limited work experience could serve as volunteer interns. In acknowledging the need to promote and create opportunities for younger persons to volunteer, the Executive Coordinator expressed her hope that Executive Board members would also support programmes whereby volunteer interns from the south would be afforded the same opportunities.

237. The strides made in broadening its partnership base and in establishing synergies with the programmes of other organizations were widely acknowledged. In this connection, one delegation cited the Support to Gender Mainstreaming project of UNDP, the United Nations Development Fund for Women (UNIFEM), and UNV as a good example of the complementary roles and benefits that can be derived from partnership among United Nations organizations. Other delegations expressed their appreciation for the concerted effort by UNV to forge alliances with non-governmental and civil society

organizations. One delegation expressed its deep satisfaction with the continuing partnership under the White Helmets programme.

238. There was widespread recognition of the value of the UNV programme in supporting the operations of the United Nations system in a diverse range of activities. Several delegations confirmed their approval of the increased participation of UNV volunteers in electoral processes, humanitarian operations and peace-building efforts. In that context, some delegations from programme countries that had experienced natural disasters highlighted the central role which UNV volunteers had played both in the immediate aftermath and in the transition to rehabilitation and development. One delegation drew attention to the UNV initiatives to raise awareness of security issues amongst volunteers and urged the strengthening of those efforts. Another expressed its appreciation of the particular role UNV volunteers played at the community level in projects aimed at improving the enabling environment and at targeting poverty eradication, and noted the complementary role that volunteers working at the community level could play in supporting upstream activities of UNDP. One delegation noted that its Government encouraged more focused shorter-term assignments and suggested that, in general, UNV might wish to review the number of areas in which it was currently active. In response, the Executive Coordinator observed that, in its proactive programming, UNV did focus on downstream activities in which it was felt that the value-added of UNV volunteer contributions had a particularly significant impact. She added that the range of activities in which UNV was engaged should be viewed within the context of UNV involvement, as the volunteer arm of the United Nations, in the programmes of over thirty United Nations agencies, each with its own mandate.

239. Several delegations highlighted the growing importance of information and communication technologies in the development process and emphasized the need to bridge the digital divide as a global challenge. Delegations noted that the Havana Programme of Action, adopted at the South Summit of the Group of 77 (Havana, 10-14 April 2000), had urged a strengthened application of the UNV programme and that the Secretary-General had designated UNV as the lead agency in coordinating UNITeS. In that regard, UNV could play a crucial role in facilitating the transfer of information technology among countries.

240. In reviewing the status of contributions to the UNV Special Voluntary Fund, one delegation observed the need for UNV to receive assured financial support and invited other donors to contribute on a regular basis. In response to a query regarding the balance of resources, UNV informed the Board that the Special Voluntary Fund could only operate on a fully-funded basis in accordance with the financial regulations and rules. That implied that all contributions needed to be received and reported in cash before future commitments could be made. Against this background and taking into account existing commitments in the form of already approved and hard pending projects, there was only a modest balance currently available for immediate programming and for maintaining an operational reserve.

241. In response to a query, UNV provided information regarding a recent meeting that was held in New York with the Advisory Committee for Administrative and Budgetary Questions (ACABQ). The Committee, in preparation for a visit to Kosovo, had called for the meeting to inform itself and to exchange views about the very extensive involvement of UNV and UNV volunteers in large United Nations peace-keeping missions. The outcome of the meeting had been very encouraging in that the Committee obtained an insight into the role and aspirations of UNV including those characteristics that went beyond cost-effectiveness. Feedback concerning the Committee's subsequent visit to Kosovo and review of the involvement of UNV and UNV volunteers continued to be very positive.

242. Many delegations endorsed the view that volunteer action was a key tool in development cooperation and voiced their appreciation for the contributions of UNV volunteers. One stated that the dedication of UNV volunteers deserved respect; another that the commitment of volunteers had a multiplier effect and often served to introduce or reinforce a culture of volunteerism; and others observed the important role that volunteers played in building solidarity, trust and reciprocity among people.

243. There was widespread acknowledgement of the achievements made during the biennium to give due recognition to the contributions of volunteers. It was noted that in the context of increasing globalization, the promotion of volunteerism to build global solidarity was particularly valid. As the focal point of the International Year of Volunteers 2001, UNV was commended for its support to countries in setting up national committees and in establishing national volunteer schemes and for the role it has played in bringing together representatives from North and South. In this regard, two delegations commended the role of UNV in facilitating the Invitational Seminar on Volunteering and the Role of the State, organized by the Government of the Netherlands, in which representatives from 23 countries from all regions had participated. There was full support for the suggestion by the Executive Coordinator to hold a special session on volunteering at the Annual Session in 2001 with one delegation noting that this would also coincide with the 30th anniversary of UNV. Looking ahead to the coming year, and in response to a concern voiced by one delegation, the Executive Coordinator assured delegations that activities undertaken in the context of the International Year of Volunteers 2001 would continue to be financed from non-core resources. Moreover, she added that the Year should not be regarded as a "one-off" event but as a catalyst for the ongoing work of UNV in the promotion, recognition and facilitation of volunteerism.

244. The Executive Board adopted the following decision:

2000/14
United Nations Volunteers

The Executive Board

1. *Takes note* with appreciation of the report of the Administrator on the activities of the United Nations Volunteers programme during the 1998-1999 biennium (DP/2000/24) and the significant growth achieved during that period;

2. *Welcomes* the use of the UNDP strategic results framework, including the way in which it encompasses United Nations Volunteers support to the United Nations system as a whole;

3. *Reaffirms* the importance as well as the value-added of the United Nations Volunteers programme at the global, regional and national levels, including in poverty reduction, electoral support and the promotion of South-South collaboration;

4. *Welcomes* the contribution of the United Nations Volunteers programme to national capacity-building and sustainable development through, in particular, the expanded mobilization of national UNV volunteers;

5. *Supports* the relevant bridging role that UNV volunteers can play in the transition from humanitarian assistance to reconstruction and rehabilitation and to longer-term sustainable development;

6. *Decides* that the theme of the special event at its annual session 2001 will be volunteering in the framework of the International Year of Volunteers and the thirtieth anniversary of the United Nations Volunteers programme.

22 June 2000

XII. Country cooperation frameworks and related matters

245. The Associate Administrator introduced the second country cooperation frameworks (CCFs) for Azerbaijan (DP/CCF/AZE/2), the Islamic Republic of Iran (DP/CCF/IRA/2), Romania (DP/CCF/ROM/2) and Turkmenistan (DP/CCF/TUK/2) and the extensions of the first CCFs for Argentina (DP/CCF/ARG/1/EXTENSION I), Brazil (DP/CCF/BRA/1/EXTENSION I), Chile (DP/CCF/CHI/1/EXTENSION I) and Uruguay (DP/CCF/URU/1/EXTENSION I).

246. The frameworks covered countries that were going through economic transformation and transition and were committed to a process of democratization and reform. The common theme in all four frameworks was governance, with all programmes illustrating the effective link between upstream policies and downstream operational activities.

247. The CCF for Azerbaijan focused on the increased efforts to alleviate poverty in the non-oil sector of the economy as well as on assisting in post-conflict rehabilitation and the integration of refugees and internally displaced persons. Expected results included improved communication between the State and civil society, a strengthened Parliament, an enabling environment for small-scale private-sector production, and support to the public-sector reform and capacity-building of the state employment fund and the state oil fund.

248. A principal focus of the CCF for the Islamic Republic of Iran was on boosting economic growth. UNDP would work with the Government to develop policies for the rational allocation of resources, diversification of the economy and reduction of economic distortions. UNDP would also support a poverty alleviation strategy, focused on pro-poor growth policies and job creation in the poorest provinces. In the governance area, a degree programme on human rights would be established at Tehran University under the human-rights initiative and the setting up of an information centre on women's rights. A second initiative would enhance public-service delivery and provide the general public with greater access to information on government functions and services. UNDP, together with the UN system, had assisted with the first national human development report (NHDR) of the Islamic Republic of Iran The NHDR, through its championing of the agenda for social and economic reform, encouraged debate within the Government and society at large.

249. The CCF for Romania would focus on governance and poverty reduction. An early-warning system initiative would identify and signal events that could impede continued progress towards modern democratic and market-oriented policies and systems. UNDP would also support employment through micro-credit schemes and public-private partnerships. The Government had requested support in reinforcing its capacity to implement the conventions on climate change and biodiversity.

250. The CCF for Turkmenistan was aligned with the country's national programme up to 2010, which emphasized the introduction of structural economic changes and the improved use of financial, human and environmental resources. Through the CCF, UNDP would contribute to the liberalization of the economy, the broadening of participation in economic growth and the alleviation of poverty. UNDP support would be deployed to strengthen national capacity, particularly through the development of appropriate legislative frameworks, policy documents, training, systems development and the introduction of information and communication technology.

251. The extensions of CCFs for Argentina, Chile and Uruguay had been approved by the Administrator in accordance with Executive Board legislation. The resource shortfall had obligated UNDP to extend the allocation of target for resource assignment from the core (TRAC) funding for one more year in the case of Brazil, allowing it to harmonize with the programming cycle of other United Nations agencies. As announced at previous Executive Board sessions, UNDP had decided to extend the three-year allocation to a fourth year in light of funding difficulties. No substantial changes in the goals of the programmes were anticipated.

252. The Executive Board approved the second CCFs for Azerbaijan (DP/CCF/AZE/2), the Islamic Republic of Iran (DP/CCF/IRA/2), Romania (DP/CCF/ROM/2) and Turkmenistan (DP/CCF/TUK/2).

253. The Executive Board approved the first extension of the first CCF for Brazil (DP/CCF/BRA/1/EXTENSION I).

254. The Executive Board took note of the first extensions of the first CCFs for Argentina (DP/CCF/ARG/1/EXTENSION I), Chile (DP/CCF/CHI/1/EXTENSION I) and Uruguay (DP/CCF/URU/1/EXTENSION I).

255. Several speakers underlined the importance of decision 2000/12 of 16 June 2000, on the United Nations Population Fund (UNFPA) programming process, noting that the decision had requested UNFPA to propose the establishment of a working group with the objective of developing a common programme approval process to the other members of the United Nations Development Group (UNDG). The decision also emphasized the importance the Executive Board placed on the need for further harmonization and standardization in programmes and programming procedures for all United Nations funds and programmes in the UNDG, as well as on the need for further harmonization efforts to provide the basis for a substantive, timely and joint oversight function of the respective executive boards. The Administrator was requested to support the proposed initiative.

256. One delegation underlined the importance of UNDP activities to remain within the mandates given to it by the Executive Board, including with regard to government-financed programmes and to activities financed by non-core funding.

257. The representative of the Islamic Republic of Iran noted that the country's first national human development report had recently been published with UNDP assistance. The report demonstrated that improvements had been made in the Islamic Republic of Iran not only in terms of income levels and health, but also in sustainability of programmes. Values in the human development index had increased between 1960 and 1995, as the country had moved from a low-income to a medium-income country. The drop in overall human poverty was the country's most important human-development achievement. The findings from the review of the first CCF had been incorporated in the formulation of the second CCF.

258. Several delegations praised various aspects of the CCFs presented, for example, the focus and streamlining of the CCF for Azerbaijan, and the emphasis on management and employment creation in the CCF for the Islamic Republic of Iran. One delegation praised the UNDP programme in Turkmenistan, noting the excellent management by the Resident Representative. More information on cooperation with other donors was sought with regard to the Islamic Republic of Iran and Turkmenistan. One delegation suggested that the second CCF for Chile, currently under preparation, should include a reduction of areas of intervention from three to two, thereby enhancing the focus of the programme.

259. The Associate Administrator took note of the request for UNDP support for decision 2000/12 on the UNFPA programming process.

260. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States underlined that UNDP was moving to more governance-related and focused activities in Azerbaijan. She also noted that UNDP cooperated with several partners in rehabilitation and reconstruction activities, including the World Bank and United Nations High Commissioner for Refugees. The CCF for Azerbaijan had specified that UNDP would work in non-oil areas such as poverty eradication and employment generation.

261. The Deputy Director of the Regional Bureau for Latin America and the Caribbean noted that in Chile, the programme was focused, with about one-third devoted to governance and two-thirds to poverty eradication. There was also a small environment component.

262. The Director of the Operations Support Group welcomed the proposals for future work on harmonization with other members of the UNDG.

XIII. United Nations Office for Project Services

263. The Administrator, in his introductory remarks, noted the extensive progress made by the United Nations Office for Project Services (UNOPS) since 1995, when it became a separate implementing agency for the United Nations Development Programme (UNDP) and other partners. To maintain its momentum, however, it must meet a number of challenges, including continuing diversification of its income sources, containment of total administrative expenditures within income, and implementation of the recommendations of the 1999 UNDP Evaluation report of the relationship between UNDP and UNOPS within the given time-frame. The Management Coordination Committee (MCC) must provide UNOPS with broader, more strategic guidance.

264. In his opening statement, the Executive Director of UNOPS highlighted several aspects of the five-year retrospective provided in the annual report (DP/2000/25); updated the Executive Board on the follow-up to some of the recommendations of the evaluation of the UNDP-UNOPS relationship (DP/2000/13); reported on progress on the issue of delegation of authority to UNOPS in personnel matters; indicated continued adherence to the self-financing principle during the 1998-1999 biennium; and provided additional information on the relocation expenditures.

265. Numerous delegations expressed appreciation for the introductory remarks of the Administrator and the Executive Director and for the annual report. Several delegations recognized the professional, relevant work of UNOPS, which one speaker described as a vital, innovative operation with a capacity which is unique in the United Nations system and perhaps even worldwide and whose creation had injected an element of competition into the system that promises greater efficiency in service delivery. Many delegations commented favourably on various UNOPS achievements, including: (a) the increased volume of activities and the more diversified client base, especially United Nations organizations other than UNDP; (b) successful adoption of a managed-growth approach, reflected in the fact that the 1999 financial performance was very close to the projections of the business plan for services, project portfolio and income targets; (c) continued respect for the self-financing principle for recurring expenditures; (d) containment of the overhead rate below seven per cent; (e) development of the operational methodology for action in conflict and post-conflict situations; (f) the logistical and management support provided to a United Nations political mission, enabling it to focus on its substantive work, a mechanism recommended as a model for use in other countries; and (g) its initiative in organizing the conference entitled, The United Nations and Business: A Partnership for the New Millennium.

266. Eight delegations expressed interest in a more analytical report that would include, *inter alia*, increased information on UNOPS activities, methodologies, problems and successes. Fifteen representatives asked for further explanation of the headquarters relocation cost overrun, with several speakers indicating the need for more timely consultations in such cases with the Board, for example, through

informal meetings or an intersessional letter. One speaker noted that the costs of relocation should not be recovered by increasing overhead costs. In addition, many delegations asked about progress in clarifying the roles of UNDP and UNOPS. More information was also requested in several other areas: the fee-setting process of UNOPS; the re-establishment of the operational reserve to the required level; the impact of and steps being taken to address problems relating to the Integrated Management Information System (IMIS); the apparently high level of dependence on UNDP; the results of the 1999 functional review; and present modes of cooperation with other organizations and bodies in the areas of peace-making and the environment. Questions were raised about three human resource issues: (a) the length of time being taken to implement the Executive Board decision on delegation of personnel authority; (b) the involvement of the Board in the decision to upgrade two posts from the P-5 to the D-1 level, seen by some as micromanagement; and (c) steps being taken to improve the stagnant low levels (18 per cent) of recruitment of women project personnel and the share of women consultants employed by UNOPS.

267. In addressing the concerns and queries of the Board, the Executive Director profiled UNOPS as a service organization with a management mandate, rather than the substantive mandate of its clients. This has consequences for its reporting because quantitative information is an important reflection of demand; however, more analytical information will be included as requested. As a totally demand-driven organization, UNOPS is unable to foresee the magnitude or nature of its business, which extends beyond procurement depending on client need. However, it applies one fee-setting standard and there are no flat rates for administrative costs; a budget is established after tasks have been analysed and the division of labour discussed with the client. Market forces and internal staff exert constant pressure to contain costs (e.g., through the introduction of a web-based e-banking system) and to ensure the provision of value for money. Owing to the self-financing principle and to budgeting procedures, staff jobs are secure to the extent that everyone earns enough income to pay for the salaries. However, the Executive Director noted that some posts have a lower classification than similar posts elsewhere in the United Nations system, signalling the need for uniform job classification standards systemwide.

268. In commenting on the diversification of its income sources, the Executive Director stressed the importance of distinguishing between the resources of UNDP itself that are handled by UNOPS and resources that merely come through UNDP from various organizations to enable them to have access to UNOPS services. In 1998, the latter constituted 28 per cent of the resources acquired by UNOPS from UNDP; this amount rose to 43 per cent in the first six months of 2000.

269. The Executive Director observed that reporting on every expense incurred in connection with the headquarters relocation, whether directly related to it or not (e.g., for upgrading the telecommunications system, where a delay would have increased the cost) may have been excessive. He explained that UNOPS conformed to current practice in international procurement and also in international financial institutions of not returning to the authorizing authority for contract amounts that do not exceed 10 per cent of the level approved. However, he also took note of the point that there

could have been informal consultations. Replenishment of the operational reserve by 2003 is expected to be achieved through cost savings rather than through increased fee levels.

270. After recalling his previous commitment to the Board, in which all recommendations from the evaluation report on the UNOPS/UNDP relationship that applied to UNOPS would be implemented independently of whatever the joint UNOPS-UNDP working group decided with respect to those recommendations not specifically addressed to UNOPS, the Executive Director provided an update of the status of several of the UNOPS-specific recommendations. He also clarified that Board approval was being sought on the upgrading of two posts to the D-1 level because of the retention, by the Board, of the authority to approve new posts established at the D-1 level and above. He indicated that the two positions were new posts resulting from the functional review, and that the additional cost would be $10 000 per year per post. He also explained that the delay in the delegation of authority in personnel matters was due to questions on subdelegation, a technical but important issue, given that UNOPS operates in many duty stations where UNDP is not present.

271. The Assistant Director, External Communications and Relations with the United Nations, reported on the progress UNDP made toward complying with the directive of the Secretary-General regarding a gender target of 50 per cent within the next five years. At headquarters, there are only two posts at the highest levels, rendering gender statistics meaningless. At the D-1 level, the number of women incumbents rose from 8 per cent three years ago to 19 per cent today, while the number of women at the P-5 and P-4 levels increased to 33 per cent and 39 per cent, respectively, in that period. The number of project personnel, i.e., international expert and consultants hired by UNOPS for projects, has declined in absolute terms in the last three years, with a corresponding decrease in the percentage of females. However, for these staff, the final decision to hire is made by the client and the Government concerned, based on the recommendation of UNOPS, so that its follow-up on general recommendations on gender is sometimes very difficult. It is also not easy to increase the number of female project personnel in countries that are coming out of a conflict situation and implementing a peace process because of some women's desire not to be posted in positions that have a security issue attached to them. UNOPS has, however, been able to maintain female personnel working in the UNOPS programme in Afghanistan, for example, despite recent difficulties. A gender policy involving UNOPS operations is almost ready to be promulgated.

272. The Executive Director thanked one delegation for its proposal for further cooperation. He also announced that UNOPS would adopt an independent quality standard or service charter for service quality, turnaround time, costs and so forth; that it had subscribed to standards of social responsibility and social accountability; and that it would finalize the new partnership concept that it had launched with the private sector and civil society organizations.

273. The Director, UNDP Division of United Nations Affairs, reported that the evaluation of the UNDP-UNOPS relationship had provided the opportunity to establish a clear platform for a proactive working-level dialogue between the two institutions. The first result of the task force created in late March to review the recommendations and how to implement them was the conference paper DP/2000/CRP.8 presented to the Board at the second regular session 2000. A progress report on follow-up to the recommendations (DP/2000/35) would be submitted to the Board at its third regular session in September. The Director, attributing the length of time accorded to the issue of the delegation of authority in personnel matters to the symbiosis in human resources that had existed for so long between UNDP and UNOPS, said that the delegation of authority would be presented as a fait accompli in DP/2000/35. He also stated that UNDP viewed the roles of UNDP and UNOPS as complementary and not in competition and that it intended to be a consumer of UNOPS services throughout the whole range of activities, whether funded by trust funds, regular resources, or cost-sharing.

274. The Executive Board adopted the following decision:

2000/16

Annual report of the Executive Director on the activities of the United Nations Office for Project Services

The Executive Board

1. *Takes note* of the report of the Executive Director of the United Nations Office for Project Services (DP/2000/25), including operation in accordance with the self-financing principle in relation to recurring administrative expenditure;

2. *Emphasizes* again the importance of effective follow-up of the report on the evaluation of the relationship between the United Nations Development Programme and the United Nations Office for Project Services and requests that a progress report be submitted to the Executive Board at its third regular session 2000 on the implementation of the recommendations contained in the evaluation;

3. *Requests* the Management Coordination Committee to assist with urgency the United Nations Office for Project Services and the United Nations Development Programme in overcoming the difficulties detailed in paragraphs 48-50 of document DP/2000/25;

4. *Takes note* of the fact that a drawdown from the operational reserve of the United Nations Office for Project Services was effected in 1999, in the amount of $13.8 million, to cover part of the non-recurring expenditure;

5. *Notes* with concern that the cost of relocating the headquarters of the United Nations Office for Project Services has risen from $8.5 million to $14 million and requests the Executive Director to inform the Executive Board regularly on the timing and means of reconstituting the operational reserve;

6. *Requests* the Executive Director to submit at the third regular session 2000 a report on steps taken to implement decision 99/17 of 15 September 1999 and

to submit at the first regular session 2001 a detailed report on the steps taken to implement the delegation of personnel authority;

7. *Also requests* the Executive Director to submit at the third regular session 2000, a new, justified proposal with regard to the upgrading of two existing posts from the P-5 level to the D-1 level; and also to present a report reviewing the current procedures for approval of the establishment of posts at the D-1 level outlined in Executive Board decision 94/32 of 10 October 1994, with the view of achieving a practice that is more consistent with the establishment of posts at all levels up to and including the P-5 level.

23 June 2000

XIV. Other matters: field visits

Mali/Mauritania

275. Ms. Louise Brincker (Denmark), rapporteur, introduced the report on the field visit to Mali and Mauritania (DP/2000/CRP.11 and Corr.1), noting that all participants had contributed to the report. The mission had been very successful as well as instrumental in increasing understanding about the work of UNDP and UNFPA at the country level. Gratitude was expressed to the Governments and to the UNDP resident representatives, the UNFPA country representatives and their staffs in both countries for enabling the visit. Through both meetings and visits to projects, the team was able to gain insights into UNDP and UNFPA interventions. The team looked at the activities in light of whether they were consistent with the country cooperation framework and the country programme as well as, in the case of UNDP, whether they were consistent with the new orientation as expressed by the Administrator in his Business Plans 2000-2003. Ms. Brincker reviewed the findings and recommendations, as contained in DP/2000/CRP.11.

276. The team coordinator, H. E. Ms. Naomi Espinosa-Madrid (Honduras), expressed gratitude to the team, the resident representatives and country representatives and their staffs and the secretariat in connection with the field visit. The team had appreciated the difficult circumstances faced by the staff members in Mali and Mauritania.

277. The Permanent Representative of Mali to the United Nations Office in Geneva thanked the Executive Board and expressed support for the introductory statements and for the report. He underlined the excellent relations between his government and UNDP and UNFPA, noting that the activities of both organizations were in line with the national programme on poverty eradication.

278. The Permanent Representative of Mauritania to the United Nations Office in Geneva expressed reservations about several references contained in [paragraphs 25, 26, 29, and 43 of] DP/2000/CRP.11. Specifically, he referred to paragraph 25, which had stated that Mauritania was "influenced by both Arab and African cultures while belonging to neither", noting that his country belonged to both cultures, and thus presented particular terms of reference for the work of UNDP and UNFPA. With regard to paragraph 26, he noted that the population growth figure should be 2.93 per cent instead of 2.7 per cent. Paragraph 29 should refer to the Commissioner for Human Rights, Poverty Alleviation and Social Integration, rather than the High Commission for Poverty Eradication, Human Rights and Integration. Those references had been amended and were contained in DP/2000/CRP.11/Corr.1. He noted that the resource situation was difficult for both UNDP and UNFPA, a factor that impacted on the implementation of programmes in his country. He noted that UNDP activities in poverty eradication were firmly connected to Mauritania's national poverty eradication programme, 1998-2001. With the implementation of the HIPC debt reduction initiative, it was hoped that further funding could be made available for poverty eradication work. He underlined the important work currently

undertaken in decentralization and government support to local communities. The work of UNDP in developing Internet capacity was also very important.

279. One delegate, who had participated in the field visit, underlined the importance of Executive Board field visits and the need for adequate time to discuss the reports of those visits. In elaborating on some of the points raised, the speaker emphasized the need to expedite the process of coordination at the country level. It had seemed to the team that owing to the different levels of decentralization of United Nations agencies it had been difficult to achieve programme harmonization, an issue that could be brought to the attention of the Economic and Social Council. Another coordination issue that had emerged in the context of the field visit was the role of the United Nations Development Group Office in backstopping the work of the resident coordinator, an issue on which more clarification was sought. The team had also noted that at the country level there had been no contradiction between upstream and downstream work of UNDP, as the activities of UNDP were determined by the countries themselves. The field visits were very useful in providing concrete examples of the issues that were under discussion in the Executive Board.

280. One delegation expressed support for the work in both countries to strengthen local communities. However, it seemed that only certain communities had benefited from UNDP and UNFPA assistance. Certain projects required multi-year implementation. Limited term duration projects should be terminated. Innovative ways should be sought to expand local capacity, given the long distance from the capitals of some of the projects being implemented.

281. One delegation sought further information on the relationship between the United Nations system and the World Bank in Mali and Mauritania, in particular in comparison with the situation in Cambodia, described in the report on the field visit to that country (DP/2000/CRP.12). Ms. Brincker replied that the team had found that coordination between the World Bank and the resident coordinator system was good in both Mali and Mauritania.

Cambodia

282. Ms. Sarah MacIntosh (United Kingdom), rapporteur, introduced the report on the field visit to Cambodia (DP/2000/CRP.12). She noted the two types of transition in Cambodia, from emergency to development, and from a centrally planned to a market economy. Cambodia remained one of the poorest countries in the world. The Human Development Report 1999 showed a human development index value of 0.514, ranking it 137 out of 175. Official development assistance (ODA) to Cambodia amounted to $500 million annually, roughly equivalent to the total national budget. In 1999, the United Nations was Cambodia's largest multilateral donor, contributing 23 per cent of total ODA. Twenty-five per cent of bilateral donor funds were also channeled through the United Nations. A high level of trust

and goodwill in the relationship between the United Nations and Government was noted, in particular with regard to working towards international development targets. The Government was particularly committed to human capacity building as a development priority, with many notable examples seen in decentralization, public sector reform, development planning and with regard to civil society. Decentralization and rural development were two areas that had seen success from the bottom up. It was noted that UNFPA had established itself in Cambodia as the international focal point for population and reproductive health issues and that it had created an appropriate strategic focus for its work. The team had noted with concern the sparse participation of the World Bank representative in donor coordination in Cambodia. It was recommended that improved relations between the World Bank and UNDP at the headquarters level could be utilized to improve relations at the country level. The team wished to thank the Government of Cambodia, the UNDP resident representative, the UNFPA country representative and their staffs in Cambodia, and the Secretary of the Executive Board for all the arrangements for their hospitality and arrangements for the visit.

283. The Team Coordinator, Ms. Jana Simonova (Czech Republic) underlined the eagerness in Cambodia to build a better society and establish prosperity following decades of armed conflict. Projects were well targeted and in accordance with the mandates of UNDP and UNFPA. The most impressive element was the influence of projects on the general policies and approaches of the Government, especially with regard to projects in decentralization, the census, environment and in the 100 per cent condom use project in Sihanoukville. It was noted that the number of projects was decreasing in Cambodia as a result of increased focus and decreased resources. While tools for joint programming had not yet been explored, there were collaborative projects designed and implemented by more than one agency. It was also noted that enhanced cooperation between the United Nations system and the World Bank would be beneficial.

284. One representative, who had participated in the visit, underlined the positive opinion of the work of both organizations in the strengthening and modernization of the public administration. The reduction in resources was regretted because of its effect on reducing or eliminating some modernization projects. It was noted that Cambodia had been successful in attracting non-core resources for de-mining and in assistance to the electoral process.

285. Another representative, who had participated in the field visit, underlined the shortage of human resources in Cambodia and the resultant lack of capacity for national execution. The human resources area needed the urgent attention of the United Nations. South-South cooperation could be strengthened, in particular through the Cambodia's recent membership in the Association of South-East Asian Nations (ASEAN). It was hoped that the resource situation of both UNDP and UNFPA would improve.

286. One speaker expressed regret that the team had been unable to visit the Cambodia Mine Action Centre as there were concerns on the part of donors regarding the work of the Centre. It was noted that an audit had shown that there was no misuse of United Nations funds. However, concerns on the Centre's management remained. Further discussion on the issue would be taken up on a bilateral basis with the Regional Bureau for Asia and the Pacific.

287. The Associate Administrator thanked the teams for the high quality of their reports, noting the usefulness of the feedback provided. All comments contained in the reports would be given serious consideration with regard to the management of the programmes.

288. The Chief, Executive Board Branch, UNFPA, stated that the recommendations contained in the report were taken very seriously and were already being taken into account for future country programmes in the countries visited.

289. The Executive Board took note of the reports on the field visit to Mali and Mauritania (DP/2000/CRP.11 and Corr.1) and to Cambodia (DP/2000/CRP.12).

290. The Executive Board concluded its work by adopting the following decision:

2000/17

Overview of decisions adopted by the Executive Board at its annual session 2000

The Executive Board

Recalls that during the annual session 2000, it:

Item 1

Organizational matters

Approved the agenda and work plan for its annual session 2000 (DP/2000/L.3) as orally amended;

Approved the report of the second regular session 2000 (DP/2000/20);

Agreed to the following schedule of sessions of the Executive Board in 2000 and 2001:

Third regular session 2000:	25-29 September 2000*
First regular session 2001:	29 January-10 February 2001
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001*

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* Subject to approval by the Committee on Conferences

Agreed to the work plan for the third regular session 2000 of the Executive Board, contained in the annex to the present decision;

Held a UNFPA special event on "Adolescent Reproductive Health" on 13 June 2000;

Held a UNDP special event on "Contribution to the debate on the United Nations operational activities for development and the key role of partnerships" on 22 June 2000;

UNFPA segment

Item 2
Report of the Executive Director for 1999

Took note of the report of the Executive Director for 1999 (DP/FPA/2000/8 (Part I and Part I/Add.1, Part II and Corr.1 and Part III), with comments made thereon;

Item 3
ICPD+5

Adopted decision 2000/11 of 16 June 2000 on future programme directions of UNFPA in light of the outcome of the ICPD+5;

Item 4
Evaluation

Took note of the periodic report on UNFPA's evaluation activities (DP/FPA/2000/10);

Item 5
Information and communication strategy

Took note of the oral report on the implementation of the UNFPA information and communication strategy;

Item 6
UNFPA programming process

Adopted decision 2000/12 of 16 June 2000 on the UNFPA programming process;

Item 7
Emergency assistance

Adopted decision 2000/13 of 16 June 2000 on ensuring reproductive health in emergency situations;

Joint UNDP/UNFPA segment

Item 8
Internal audit and oversight

Took note of the reports on internal audit and oversight activities of the United Nations Development Programme (DP/2000/21), of the United Nations Population Fund (DP/FPA/2000/13) and of the United Nations Office for Project Services (DP/2000/25/Add.1);

UNDP segment

Item 9
Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR)

Adopted decision 2000/15 of 23 June 2000 on the annual report of the Administrator for 1999;

Item 10
Communication and advocacy strategy

Took note of the oral report on UNDP corporate communication and advocacy strategy;

Item 11
United Nations Volunteers

Adopted decision 2000/14 of 22 June 2000 on United Nations Volunteers;

Item 12
Country cooperation frameworks and related matters

Approved the following country cooperation frameworks:

Second country cooperation framework for Azerbaijan	DP/CCF/AZE/2
Second country cooperation framework for the Islamic Republic of Iran	DP/CCF/IRA/2
Second country cooperation framework for	DP/CCF/ROM/2

Romania	
Second country cooperation framework for Turkmenistan	DP/CCF/TUK/2

Approved the following extension of the first country cooperation framework:

First extension of the first country cooperation framework for Brazil	DP/CCF/BRA/1/EXTENSION 1

Took note of the following extensions of country cooperation frameworks:

First extension of the first country cooperation framework for Argentina	DP/CCF/ARG/1/EXTENSION 1
First extension of the first country cooperation framework for Chile	DP/CCF/CHI/1/EXTENSION 1
First extension of the first country cooperation framework for Uruguay	DP/CCF/URU/1/EXTENSION 1

Item 13
United Nations Office for Project Services

Adopted decision 2000/16 of 23 June 2000 on the annual report of the Executive Director for 1999;

Took note of the report of the Executive Director on the updated review of the implementation of the recommendations of the Board of Auditors (DP/2000/26);

Item 14
Other matters

Took note of the report on the field visit to Mali and Mauritania (DP/2000/CRP.11 and Corr.1);

Took note of the report on the field visit to Cambodia (DP/2000/CRP.12).

23 June 2000

Tentative work plan
Executive Board of UNDP/UNFPA
Third regular session 2000 (25 to 29 September 2000)

Day/date	*Time*	*Item*	*Subject*
Monday, 25 September	a.m.	1	Organizational matters: agenda and work plan; report on the annual session 2000; list of items to be taken by the Executive Board in 2001
			UNFPA segment
		2	Resource allocation system
	p.m.	2	Resource allocation system (continued)
Tuesday, 26 September	a.m.	3	Financial, budgetary and administrative matters
	p.m.	4	Technical advisory programme
		5	Country programmes and related matters
Wednesday, 27 September	a.m.		**UNDP segment**
		6	United Nations Office for Project Services
	p.m.	7	Financial, budgetary and administrative matters
Thursday, 28 September	a.m.	7	Financial, budgetary and administrative matters (continued)
	p.m.	8	Evaluation
Friday, 29 September	a.m.	9	Country cooperation frameworks and related matters
	p.m.	10	Technical cooperation among developing countries
			Pending decisions
		11	Other matters
		1	Organizational matters

Part Four
Third Regular Session

Held at United Nations Headquarters from 25-29 September 2000

I. Organizational matters

1. The President, H. E. Mr. Vladimir Galuška (Czech Republic), opened the session. He referred to the renewed commitment to the role of the United Nations in development cooperation in evidence at the Millennium Summit and at the UNDP Ministerial Meeting (11 September 2000). He reiterated the statement he had made at the closure of the UNDP Ministerial Meeting, that the Executive Board would discuss how it could take action on the statements made there, and in particular, building on the momentum that had been generated, how the Board could be engaged on an ongoing basis in partnership for a stronger UNDP.

Agenda and work plan

2. The Secretary of the Executive Board elaborated on the elements contained in document DP/2000/L.4, the provisional agenda, list of documents and work plan for the session. She noted that a revised work plan had been distributed to the Board. An informal consultation on the follow-up to the UNDP Ministerial Meeting was also scheduled. Informals on the UNDP subregional resource facility (SURF) network, the role of UNDP in Mozambique and on the new global cooperation framework would also be held during the session. She informed the Board that document DP/2000/CRP.15 would not be available as a conference room paper but rather as a publication for information. The UNDP annual statistical report (DP/2000/32) would not be ready for distribution during the session. An executive summary of the report would be distributed and Board members would be notified when the full report was available. The following corrigenda had been issued: DP/2000/37/Corr.1, DP/2000/37/Add.1/Corr.1, DP/CRR/GUA/1/Corr.1 (French only), and DP/FPA/2000/15/Corr.1 (Chinese, English and Russian only). The reports of the Board of Auditors on UNDP, UNFPA and UNOPS for 1998-1999 were available on request.

3. The Chief, Executive Board Branch, UNFPA, reviewed the items within the UNFPA segment, noting that a farewell for the Executive Director would take place during the afternoon of 26 September.

4. One delegation requested that the progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: joint review of recommendations (DP/2000/35) under item 8 (Evaluation) be taken up directly following item 6 (UNOPS).

5. The Executive Board approved the agenda and revised work plan for its third regular session 2000 (DP/2000/L.4), as orally amended.

6. The Executive Board approved the report of the annual session 2000 (DP/2000/27).

Outline for the Executive Board work plan 2001 (DP/2000/CRP.13)

7. The Secretary of the Executive Board introduced the outline for the Executive Board work plan 2001 (DP/2000/CRP.13). She noted that, as agreed by the Board in 1999, there would be three sessions of the Board in 2001: two regular sessions and the annual session. The final draft work plan 2001 would be submitted at the first regular session 2001. Proposals or comments on the outline could be communicated through the Bureau. With regard to the work plan for the first regular session 2001, she noted that a joint session was planned with the Executive Boards of UNICEF and with the participation of the World Food Programme.

8. Two delegations requested the addition of an item on information and communication technology for development. The speakers also queried whether the annual review of the financial situation could be submitted at the annual session 2001, in particular because of the fact that the triennial policy review would take place in the General Assembly in 2001. Another delegation requested that the joint session be held during the week prior to the first regular session 2001. One speaker underscored that the reports to the Economic and Social Council of UNDP and UNFPA must continue to be presented and reviewed separately.

9. The Secretary noted that it would be very difficult to submit the annual review of the financial situation at the annual session 2001 since the documentation for that session would need to be finalized by early April, and the figures used in the review would not be available by that time.

10. The Administrator welcomed the proposal for the addition of an item on information technology for development.

11. The Executive Board took note of the list of items for 2001 as reflected in the outline for the Executive Board work plan 2001 (DP/2000/CRP.13) and the comments made thereon.

Schedule of future sessions

12. The Executive Board agreed to the following schedule of sessions of the Board in 2001:

First regular session 2001:	29 January-6 February 2001
Annual session 2001:	11-22 June 2001 (New York)

Second regular session 2001: 10-14 September 2001*

*Subject to the approval of the Committee on Conferences

13. The Executive Board agreed to the work plan for the first regular session 2001 of the Board, as contained in the annex to decision 2000/24.

UNFPA segment

Statement by the Executive Director

14. In welcoming all the delegations to the UNFPA segment of the Executive Board's third regular session 2000, the Executive Director noted that the meeting had a special meaning for her since it would be her last Executive Board session as Executive Director: she would be retiring at the end of the year. She noted that UNFPA looked forward to a very productive session.

15. She drew the Executive Board's attention to the recently published State of World Population Report, entitled "Lives Together, Worlds Apart: Men and Women in a Time of Change". The report showed that, while considerable progress was being made in all countries of the world, gender inequality, discrimination and violence were still holding back not only women, but men; not only families, but communities and whole nations as well. The report underscored the importance of partnerships between Governments and non-governmental organizations (NGOs), civil society and international bodies; among countries, North and South, rich and poor; and between individual men and women. She stated that the report had evoked a great deal of interest among the media, and the issues seemed to be gaining more public support and attention. Furthermore, it showed that UNFPA was going about its advocacy programme in the right way.

16. She updated the Executive Board on how UNFPA had moved forward with the implementation of the multi-year funding framework (MYFF) and further institutionalization of the results-based management (RBM) approach in the Fund's work. Based on an assessment in May regarding the institutionalization of RBM at UNFPA, the Fund was developing a policy statement, developing and testing results-oriented monitoring and evaluation tools, and conducting training to strengthen the capacity of UNFPA and national partners to fully implement the RBM approach. A MYFF situation analysis was currently under way in all country offices and the most salient findings of the analysis would be included in the next annual report of the Executive Director, in June 2001. She thanked the Governments of Canada, Denmark, Finland, Sweden and the United Kingdom for their invaluable financial support which had enabled UNFPA to carry out its RBM and MYFF-related activities in 2000. She hoped that other countries would also be able provide financial support as UNFPA continued the institutionalization process.

17. Referring to the sector-wide approach (SWAp), she stated that UNFPA field offices had been encouraged to participate in all sectoral initiatives, especially those involving the health and education sectors - since those could best address population and gender issues. The Fund's primary focus was to ensure that reproductive health issues, including family planning and sexual health, were fully incorporated into the sector-wide policy and operational plans, taking into account the Programme of Action of the International Conference on Population and Development (ICPD) and the goals and benchmarks agreed during the ICPD+5

review. She noted that in October UNFPA was organizing a workshop on SWAps which was being co-sponsored by the Canadian International Development Agency and the United Kingdom's Department for International Development. Regional training workshops for field staff and Country Technical Service Teams were planned to further strengthen their technical capacity and their participation in SWAps. She observed that within the United Nations Development Group (UNDG), UNFPA was collaborating with UNICEF and WHO in developing guidelines on SWAps. Those guidelines would be issued by the UNDG for use by all members of the United Nations country teams. She noted that SWAps were also the main agenda item of the 2001 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health, which would be held in New York.

18. She stated that prevention of HIV infection, as an integral part of reproductive health information and services, was increasingly a significant component of UNFPA country programmes. Even though sub-Saharan Africa was hardest hit by the epidemic, new data also pointed to a dramatic increase in HIV/AIDS in Asia and in Eastern Europe. UNFPA collaborated closely with UNAIDS and the other co-sponsors of UNAIDS at global, regional and country level to address HIV/AIDS concerns, and participated actively in the International Partnership Against HIV/AIDS in Africa. UNFPA had a strong comparative advantage in certain areas related to the effort to combat HIV/AIDS, including the Fund's advocacy programme and its work on matters related to sexual health, adolescent reproductive health, and gender concerns. To help to strengthen the political commitment and financial support of leaders in Africa, UNFPA, in collaboration with UNAIDS, had taken the lead in developing a joint regional advocacy initiative against HIV/AIDS in sub-Saharan Africa, which was funded by Sweden. UNAIDS, WHO, UNICEF, UNFPA and the World Bank were also collaborating with pharmaceutical companies to explore ways to accelerate and improve the provision of HIV/AIDS-related care and treatment in developing countries.

19. She observed that the ICPD goal of universal access to reproductive health care by the year 2015 could not be achieved without universal access to reproductive health commodities. She stated that it was disturbing to learn that in 1999 donor support for the supply of such commodities had reached its lowest level in five years. Also, owing to funding shortfalls, UNFPA procurement of contraceptives, including condoms - both male and female condoms - had fallen by nearly 50 per cent in 1999. The shortfalls in reproductive health commodities, especially contraceptives, were likely to have grave consequences, including increased levels of unwanted pregnancy, maternal mortality, unsafe abortion and sexually transmitted diseases (STDs), including HIV/AIDS. She noted that UNFPA had sought and received additional donor support to meet urgent needs that had arisen in some countries. The Executive Director added that to address the issue in a comprehensive manner, UNFPA had developed a global strategy for reproductive health commodity security, which called for UNFPA to take a leadership role in coordinating the efforts of various partners - Governments, United Nations agencies, bilateral and multilateral donors, NGOs, foundations, and the private sector - in order to maximize existing support and advocate for greater support in the future.

The proposed strategy had been presented at a consultative meeting during the previous week.

20. She updated the Executive Board on the Fund's financial situation, noting that the total general income in 1999 amounted to $254.2 million, a decrease of 9 per cent compared to 1998. Taking into account an amount overspent in 1998 and a reduction in the level of the operational reserve for 1999, a net amount of $500,000 was required to be reimbursed to the operational reserve. That reduced the total general income available in 1999 to $253.7 million. Total expenditures for 1999 amounted to $279.6 million, resulting in a net overexpenditure of $26 million, as had been previously reported to the Board. She stated that with the payments recently received from some major donors, the operational reserve had been restored to its authorized level of $50 million.

21. Regarding general resources for 2000, the Executive Director was optimistic, especially in view of recent announcements by two major donors that they were making additional year-end contributions to UNFPA. She expected that general resources would range between $260 and $265 million and that total resources, with the addition of multi-bilateral contributions, could exceed $300 million. She hoped all donors would make their payments as soon as possible. She noted that additional details on the Fund's income situation would be provided in the oral report under agenda item 3.

22. She expressed her special appreciation to all UNFPA donors and, in particular, the Fund's major donors and she also thanked the many developing countries and the countries with economies in transition that were contributing to UNFPA. She underscored that UNFPA was deeply grateful to all its donors and she made a strong appeal to the Fund's donor family for additional pledges for the year 2000, noting that UNFPA could certainly use the resources, and for contributions for 2001 and onwards. She underlined the impact the recent decrease in resources had had on the UNFPA-supported country programmes. Despite all the efforts the Fund had made to maximize the resources spent on country programmes, expenditure ceilings for the country programmes had to be reduced, and programme activities had to be pared down, postponed or even cancelled in some cases. She was deeply concerned about the impact of lost momentum, particularly with regard to the most vulnerable countries.

23. The Executive Director stated that as the resource situation improved, UNFPA would immediately accelerate implementation in line with approved country programmes. She emphasized that general resources were the bedrock of the Fund's programme operations and were essential to maintaining the multilateral nature of the Fund's work. General resources were essential for implementing UNFPA country programmes, and it was through those country programmes that the Fund assisted developing countries in meeting the global challenges they faced in the area of population, reproductive health and sustainable development.

24. Before concluding, she briefly reflected on the special event on adolescent reproductive health organized by UNFPA at the Executive Board's annual session 2000 in Geneva. She stated that it was one of the most significant, and personally fulfilling, Executive Board activities that she had participated in. She pointed out that it was significant because of the topic itself, which only a few years ago would have been considered too sensitive to be discussed in such a forum. The fact that such a discussion had taken place was testimony to the great progress that had been made in the Fund's area of work. She added that the special event had been personally fulfilling for her because of the high level and nature of the dialogue and the active participation of the audience. She stated that the special event on adolescent reproductive health was emblematic of the close and trusting relationship the Executive Board and UNFPA had developed. She was confident that the partnership that the Executive Board and UNFPA had forged would be instrumental in guiding the work of UNFPA as the lead organization in helping countries to achieve the goals of the ICPD Programme of Action.

25. Recalling the recent Millennium Summit, she noted that the commitments made by world leaders provided new impetus and urgency to the work of the United Nations. The powerful call for an end to the inequalities, poverty and ignorance that deprived more than one billion people of their basic humanity, and the faith that civil society had bestowed upon the United Nations as its vital partner for change, demanded action. The Millennium Declaration recognized the central role that the United Nations played in peace and development and included the priorities contained in the programmes of action and outcomes of recent United Nations conferences and summits, including the ICPD. She concluded by stating that with its governmental partners, the United Nations family and civil society, UNFPA would do its part to make sure that the Millennium Summit's goals and the specific actions became a reality, particularly those aimed at protecting the lives and creating choices for young people, women and men. Towards that end, the Executive Board's strong support and increased resources would be essential.

26. During the discussion that followed, several delegations thanked the Executive Director for her comprehensive statement. One delegation, speaking also on behalf of two other delegations, congratulated UNFPA for developing a well-articulated strategy for reproductive health commodity security, in consultation with its development partners. Noting that they were encouraged by the progress made, the delegations stated that further work was needed to determine how the strategy should be taken forward and implemented as a corporate priority. The delegations noted that they would welcome further details of the linkages with the health environment and the context in which health investment took place. The delegations added that given the increasing unmet demand for reproductive health services, all development partners would need to contribute to ensuring universal access to reproductive health by 2015, under UNFPA leadership and coordination. The delegations supported the strategy and were pleased to note that in presenting the strategy in the previous week, UNFPA had stated that it would continue to develop it with "passion and drive". Another delegation associated itself with the previous comments on the importance of having reproductive health commodity security.

The delegation added that it was satisfied with the work UNFPA had undertaken with regard to SWAps and the MYFF.

27. The Government of the Netherlands announced that it would increase its year 2000 contribution to UNFPA by 66 per cent, i.e., in the amount of 45.5 million guilders (approximately $19 million) and added that that increase would also be granted for the subsequent three years.

28. The Executive Director thanked the delegations for their comments. She conveyed her deep appreciation and gratitude to the Government of the Netherlands for the generous increase in contribution that had just been announced and for announcing that the increase would also be granted for the next three years. She fully concurred with the delegations that reproductive health commodity security was highly important. She stated that for each country there should be a way to chart the needs in the near future and also to examine domestic financing for reproductive health commodities. She noted that on a recent visit to South Africa she had been dismayed to learn about the shortfall in condoms. She observed that there was a great need for condoms in sub-Saharan Africa and that the demand for female condoms was on the rise, for example, in Angola, Namibia and South Africa. She underscored the importance of remaining alert to reproductive health commodity needs and to finding ways to ensure that those needs were met. She stated that a consortium should be formed to address the reproductive health commodity needs at the country level. She thanked the Executive Board for its support.

II. Resource allocation system

29. The Executive Board had before it a report entitled "Review of the system for the allocation of UNFPA resources to country programmes" (DP/FPA/2000/14), submitted in response to paragraph 14 of decision 96/15.

30. In introducing the report the Executive Director noted that since 1977 UNFPA had had a system for allocating resources to countries most in need of UNFPA assistance. The Fund's first such system, developed at the request of the Governing Council, had utilized various socio-economic and demographic criteria and thresholds to designate priority countries for UNFPA assistance. The system was periodically reviewed, and revised (as necessary), and submitted to the Governing Council for its consideration and approval. The 1994 International Conference on Population and Development (ICPD) and the new directions recommended by the ICPD Programme of Action for activities in the area of population and development had had ramifications for the allocation of the Fund's resources. Thus, at the request of the Executive Board (decision 95/15) UNFPA had developed a new resource allocation system based on the relevant provisions of the ICPD Programme of Action. Approved in 1996 by the Executive Board (decision 96/15), the new system was based on a country's level of achievement of ICPD

goals; the recognition that there was a continuum of needs for assistance; and the premise that special attention should be paid to least developed countries (LDCs), low-income countries, and Africa.

31. In its decision 96/15, the Executive Board requested the Executive Director to undertake a five-year review of the UNFPA system for resource allocation, including a performance assessment of the system's indicators and their threshold levels. The report before the Board, (DP/FPA/2000/14), highlighted the major findings of the review. The report also proposed an updating of the system for allocating UNFPA resources by incorporating new interim benchmarks that were agreed in July 1999 at the Twenty-first Special Session of the General Assembly on ICPD+5. The review had shown that, overall, the system had performed well. In less than four years, there had been a marked increase in the overall share of resources going to countries in greatest need of UNFPA support. With a yearly average of 62.4 per cent of total country resources spent in category "A" countries, between 1996 and 1999, UNFPA was within close reach of the target allocation percentages set by the Executive Board in decision 96/15. The shift of resources in the direction of target shares for category "A" countries would have been more pronounced if UNFPA had not experienced resource shortfalls that resulted in funding cutbacks. Indeed, the Fund's annual regular resource income during the four-year period 1996-1999 averaged only 89 per cent of that projected in the work plans for that period.

32. The Executive Director stated that as in all past UNFPA resource allocation systems, the indicators of the current system were analysed in light of the following criteria: (a) each indicator should objectively measure the distance from the respective goal it addresses; (b) each indicator should have a uniform meaning and definition; and (c) data should be up to date and readily available for all developing countries and should come from internationally recognized sources. The review process had concluded that five of the original indicators should be maintained, that one should be dropped (because updated values were not readily available for all countries and because the operational definition for that indicator was under review by international agencies), and that one should be replaced in order to better take into account the gender-equality dimension. To reflect the key actions agreed to at the special session on ICPD+5, three new indicators had been included in the updated system: proportion of population aged 15-24 living with HIV/AIDS; adolescent fertility rate; and secondary net enrolment ratio.

33. Throughout the review process, UNFPA had consulted closely with both the Population and Statistical Divisions of the United Nations to ensure that the new indicators and their threshold levels appropriately reflected the key actions agreed to at the special session on ICPD+5. The Fund had also consulted with the partner agencies of the Administrative Committee on Coordination Task Force on Basic Social Services for All. The Executive Director emphasized that the updated system was fundamentally the same system as approved by the Executive Board in 1996. It employed the same basic framework and was based on the same general principles, including the same country categories. As was the case of the system approved in

decision 96/15, the updated system was based on indicators from internationally recognized United Nations sources. Furthermore, the indicators were consistent with the ones included in the UNFPA multi-year funding framework (MYFF) submitted to the Board at its second regular session in April 2000.

34. The Executive Director underscored that as in 1996, the updated system would be implemented in a gradual and flexible manner, especially where country programmes were ending in the immediate future, in order to allow time for the necessary adjustments by those countries moving to a lower category. Appropriate transition measures would also be established for, and necessary consideration given to, countries moving to a higher category. Technical assistance would continue to be provided to all countries, including those classified in categories "C", "T" and "O". She stressed that the nature of the assistance provided by UNFPA under each category would remain the same as described in document DP/FPA/1996/15 and approved by the Executive Board through decision 96/15. The proposed adjustment in the shares accorded to each category, shown in table 5 on page 13 in document DP/FPA/2000/14, was primarily due to the increase in the number of category "C" countries and the decrease in the number of category "B" countries. She pointed out that the adjustment had been calculated in such a way that the per capita share of resources for each category would remain more or less as in the current system. She concluded by emphasizing that the task of distributing the Fund's modest resources to help countries achieve ICPD and ICPD+5 goals and to preserve gains already made would be made much easier if the Fund's resources were not quite so modest.

35. During the discussion that followed, delegations agreed on a number of key issues and concerns, including the following: the updated resource allocation system should be applied with flexibility, ensuring that the progress and gains made in the past were preserved; transitional measures should be put in place to avoid setbacks and to ensure that countries whose classification had changed were not adversely affected; resource mobilization efforts should be stepped up, as additional resources were needed to demonstrate new results; efforts to improve the absorptive capacity of programme countries should be increased; UNFPA should continue its work in the area of data collection and analysis, in partnership with other development actors; the universality principle should not be compromised; the same indicators should be used consistently by the Fund's various systems and instruments, including the MYFF, results-based management and the resource allocation system.

36. Numerous delegations registered their satisfaction with the resource allocation system and were pleased to note that the system emphasized that the majority of resources should go the neediest countries. They were pleased to note that the share of expenditures for category "A" countries had gradually improved over the last several years. Several delegations were also pleased to note that the target of allocating 67-69 per cent of the Fund's resources to the LDCs was well within reach, and they encouraged UNFPA to take the necessary measures to reach the target of 67-69 per cent of resources for category "A" countries, as per decision 96/15. One delegation was pleased that the resource allocation system had proved effective and had also influenced other agencies, for example, the International

Planned Parenthood Federation (IPPF), to adopt a similar system. The delegation added that in that regard decision 96/15 was an important contribution of the Executive Board to the norm-setting role of the United Nations. One delegation emphasized that resource allocation choices should be made on the basis of objective criteria. Noting that the current system had demonstrated its efficacy, the delegation stated that the principle of universality should not prevent the establishment of priorities.

37. A number of delegations expressed concern that country programmes in category "A" countries could not always be fully implemented because of absorptive capacity problems. They asked what concrete steps were being taken to address that problem. One delegation asked which indicators were being utilized by the Fund to monitor improvements in a country's absorptive capacity. One delegation stated that indicators and allocations were just one side of the equation and there was a compelling need for an optimum level of managerial and absorptive capacity. Noting the need for long-term strategic interventions aimed at sustainability, the delegation stated that UNFPA, in partnership with other agencies and within the framework of the proposed improvements of the Fund's Technical Advisory Programme, should assist countries in further strengthening their programme management skills. Welcoming the Fund's commitment to focus on increasing absorptive capacity of programme countries, one delegation, speaking also on behalf of another delegation, stated that reporting on results achieved under the MYFF along the line of country categories would help to determine whether funds were being used to best effect. One delegation, speaking also on behalf of another delegation, stated that it was crucial to ensure that capacity was built at the country level for data collection, analysis and reporting and that a culture for evidence-based decision-making was established. One delegation encouraged UNFPA to work closely with other United Nations agencies and a broad spectrum of development partners to ensure that a large component of assistance to countries was devoted to developing their capacities in the area of data collection and indicators.

38. Numerous delegations welcomed the three new indicators that had been included in the updated resource allocation system, namely, proportion of population aged 15-24 living with HIV/AIDS; adolescent fertility rate; and secondary net enrolment ratio. They agreed that the indicators used by the updated resource allocation system should reflect the key areas identified by ICPD+5. Indeed, the three new indicators were well suited to capture the recommendations of ICPD+5 as they covered some of the key areas in population and development and gave extra weight to the reproductive health dimension. In particular, several delegations singled out the HIV/AIDS indicator as being highly important and reflecting well the changed circumstances in the area of reproductive health. They stressed that the HIV/AIDS epidemic was a serious global challenge that must be taken into account in the allocation of UNFPA resources. One delegation hoped that UNFPA would pay close attention to the growing problem of HIV/AIDS in Asian countries when allocating future resources. Concerning the indicator on secondary net enrolment ratio, one delegation stated that monitoring should be done at primary and secondary school levels to ensure that girls enrolled in primary schools reach secondary school.

One delegation stated that the proportion of youth and the number of refugees should be taken into consideration.

39. Underscoring the need for collective action and a shared sense of responsibility, one delegation stated that unless the necessary corrective actions were taken to increase contributions to UNFPA, modifications in the resource allocation system would have little, if any, positive impact on country programmes. One delegation, speaking also on behalf of another delegation, stated that while there was a responsibility for donor and programme countries to provide UNFPA with more resources, there was also a clear responsibility for UNFPA to provide realistic income forecasts. One delegation stated that resources were the missing link in the formula for success towards meeting ICPD goals. Another delegation underscored the need for all Executive Board members to ensure that the goals agreed to at the ICPD and at the United Nations Millennium Summit were met. The delegation added that at the Millennium Summit its country had committed itself to reach the Official Development Assistance (ODA) target of 0.7 per cent of GNP by the year 2007. That would mean a four-fold increase in the country's ODA budget in the coming years. Another delegation indicated that its country would increase its contribution to UNFPA by 35 per cent in the year 2001.

40. One delegation stated that countries that were making progress in improving their socio-economic conditions should not be penalized for progress achieved. The delegation stated that under the updated resource allocation system its category had changed from "B" to "C", although it wished to retain its former category. The delegation added that it had limited resources and was hampered by such external factors as the price of oil and international debt-servicing. One delegation pointed out that although under the updated system its country was classified in the "C" category, that did not mean that the country had resolved all of its problems. One delegation drew attention to the fact that among the category "T" countries there were significant differences in socio-economic development and several of the Central Asian countries had weak indicators and were in great need of resources. The delegation asked to what extent those factors had been taken into consideration in the updated system. One delegation stated that under the updated system a large number of countries would move from category "B" to "C" and there would thus be a diminution of resources for countries within the "C" category. Another delegation echoed the same concern regarding the increase in the number of countries under category "C" and suggested that the resource allocation for that group should be increased by 1 or 2 per cent.

41. While emphasizing the need to safeguard the past achievements of graduating countries, one delegation stated that many graduating countries in the Latin American and Caribbean region continued to need long-term technical assistance, particularly in addressing such key issues as HIV/AIDS, maternal mortality reduction, and gender imbalances. The delegation added that in the Latin American and Caribbean region much remained to be done in the following areas: poverty eradication; social inequality and income distribution; indigenous populations; and prevention of early and unwanted pregnancy. Given that the report

(DP/FPA/2000/14) did not address those continuing needs of the region, a detailed strategic plan to assist the region should be prepared and presented to the Executive Board. Another delegation stressed that it must be borne in mind that not all countries had the means to achieve the ICPD and ICPD+5 goals. While concurring that assistance should be focused, the delegation agreed with the previous speaker that long-term technical assistance was required by countries in the Latin American and Caribbean region. The delegation requested information on the transition measures and the time frames envisaged by UNFPA regarding the application of the updated resource allocation system. A number of delegations stated that in the interest of transparency, all countries affected by the changes in classification should be informed and also given a period of transition and adjustment. One delegation stated that UNFPA should meet with each country in that regard.

42. Stressing that due care should be taken not to penalize countries that had done well but had not yet reached a stage of sustainability, one delegation stated that the following points needed particular attention: national commitment to population and development policies and programmes should be the fundamental criterion for assigning resources to countries; LDCs should continue to receive the priority accorded to them in the ICPD Programme of Action; countries should adopt time-bound targets for reducing illiteracy among women and girls; UNFPA should work more closely with others to improve data, both in terms of methodology and collection; resource mobilization efforts should be redoubled at both national and international levels; the benefits of public-private partnerships and collaboration with civil society should be maximized, including through strengthening international linkages.

43. A number of delegations asked for information concerning the linkages between various processes and management instruments, including the Common Country Assessment (CCA), the United Nations Development Assistance Framework (UNDAF), MYFF and programme design. Some delegations hoped that the resource allocation system would be informed by the MYFF and that the improved reporting and management resulting from a results-based approach would serve to make the resource allocation system more accurate and transparent. Noting the increased collaboration at the country level, one delegation asked what mechanisms UNFPA had developed to ensure that other donor support in the area of population was taken into account when resource allocation was considered by the country offices. With reference to the importance of reliable and comparable data, one delegation inquired about the availability of data for maternal mortality rates, which had been a problematic area earlier.

44. One delegation stated that a more detailed document was needed, one that explained the indicator thresholds, tables and methodology in a precise manner. The delegation added that the resource allocation system should take into account such factors as the impact of natural disasters, the needs of indigenous populations, and the number of people living in poverty. Another delegation asked how the thresholds for the new indicators proposed had been arrived at. One delegation asked for clarification on how the income criteria and criteria reflecting ICPD goals

would be weighted. The delegation added that the report (DP/FPA/2000/14) did not specify how the parameters for the eight indicators used by the system would be established in those cases where there was no information or insufficient information to quantify, as, for example, in the case of the incidence of HIV/AIDS and contraceptive prevalence.

45. In her response, the Executive Director thanked the delegations for their useful comments and questions. She thanked the Government of the Netherlands for the generous increase in its contribution that had been announced earlier. She was pleased to note that the Executive Board members generally agreed with the eight indicators utilized for the updated resource allocation system. She noted that some differences had been expressed regarding the income criterion, and she pointed out that it had been harmonized with that of UNDP. She concurred that a flexible approach was essential in implementing the updated resource allocation system and agreed that support, particularly with regard to technical assistance, including in the area of advocacy, should be maintained for countries that were ready to graduate. Concerning the issue of universality, she underscored that UNFPA provided assistance to all countries, noting at the same time, however, that the question of focus could not be ignored. She agreed that the needs of all countries, not just LDCs, should be met and pointed out that UNFPA had been doing exactly that under its current system. She stated that UNFPA had supported programmes and activities in 140 countries; however, the Fund's resources were focused on those countries that were most in need. Concerning the query about the Central Asian countries, she pointed out that UNFPA was supporting country programmes in those countries, as approved by the Executive Board. Thus, the needs of those countries were indeed being taken into account and were being met.

46. She fully agreed that countries that had achieved progress should not be penalized nor should there be setbacks. Regarding the change in classification of 21 countries, she noted that even if the system would not have been updated 19 countries would still have changed their classification. She emphasized that the Fund's own objective was to maintain progress. She was pleased to note that numerous delegations had underscored the need to increase resources to UNFPA, and she pointed out that that would benefit all countries. She stated that the changes in country classification would not result in any dramatic changes in the amount of resources countries received. She underscored the point made by several delegations that there had been a conscious and successful effort to increase resources to category "A" countries, in keeping with the decisions of the Executive Board. She appreciated the mention made by one delegation regarding IPPF adopting a system of resource allocation similar to that of UNFPA. She added that UNICEF had also used the UNFPA model. She stated that the system was a sound one. She noted that no country offices were going to be closed down as a result of the implementation of the updated resource allocation system.

47. She stated that the issue of absorptive capacity was being addressed by the Fund through programme and project design and that a guidance note had been issued on the subject. She underscored that the issue of absorptive capacity was a

system-wide issue and had to be addressed through the United Nations Development Group (UNDG). She emphasized the importance of getting more local entities involved in the process as stakeholders. She added that UNFPA needed to strengthen both technical and management oversight and that the results-based management approach would certainly give more attention to the issue of absorptive capacity.

48. In responding to the query on how the indicator thresholds were arrived at, the Executive Director noted that a process had been followed examining where countries should be by the year 2005 if they were to reach the goals of ICPD and ICPD+5. Regarding the query on data pertaining to maternal mortality she noted that it was a difficult area and for many of the poorest countries new data were not available. Thus, demographic and health surveys had been an important data source; also, surrogate-type data had been utilized. She added that UNFPA and other development partners were looking at maternal mortality-reduction strategies in more pragmatic ways and recognized that there was no one ideal approach. She stated that more needed to be done in partnership with the World Bank and other entities in the United Nations system to strengthen databases at the country level. Concerning the comment on unavailable or inadequate HIV/AIDS data, she observed that it was true that some countries did not acknowledge the severity of the HIV/AIDS epidemic in their countries, while others had limited testing facilities or lacked testing requirements. Nevertheless, the issue was gaining a great deal of international attention, particularly as linked with sexually transmitted diseases. The Fund had used the analysis available from UNAIDS. Regarding the comment on consultations with each country, she confirmed that close consultations were carried out with each country in the preparation of country programmes. She concluded by stating that the principle of universality must be maintained, and she underscored that the updated system of resource allocation would be implemented in a flexible manner so as to preserve progress made and avoid setbacks. She appealed to all countries to increase their contributions to UNFPA.

49. With reference to the linkages between MYFF, results-based management and the resource allocation system, the Director, Division for Finance, Administration and Management Information Services, noted that the indicators were consistent and were based on the Fund's programme priority areas of reproductive health, including family planning and sexual health, population and development strategies, and advocacy, with gender as a cross-cutting issue. He noted that UNFPA was currently undertaking a mapping exercise of goals and outputs and the respective indicators being used in the UNFPA programmes at the country level. The Fund was also working on a system of tracking resources with a view to link them with results. He noted that with the implementation of the MYFF and the establishment of reliable databases at the country level, UNFPA would be able to provide good reporting to the Executive Board. He observed that capacity building and partnerships were two strategic elements of the MYFF on which the Fund would report to the Board. Underscoring the importance of the CCA and UNDAF, he noted that UNDP, UNICEF and UNFPA, which had all adopted a MYFF and a results-based approach, were working together including through the UNDG to harmonize their programming processes. He concluded by thanking the

Government of the Netherlands for its generous contribution to UNFPA and the multi-year pledge that had been announced earlier. He noted that it was an illustration of the positive contribution of donors to the MYFF.

50. The Executive Board adopted the following decision:

2000/19
Review of the system for the allocation of UNFPA resources to country programmes

The Executive Board

1. *Takes note* of the report on the quinquennial review of the system for the allocation of UNFPA resources to country programmes (DP/FPA/2000/14);

2. *Strongly reaffirms* that the impact of UNFPA operational activities must be enhanced by, *inter alia*, a substantial increase in their funding on a predictable, continuous and assured basis, commensurate with the increasing needs of developing countries, as well as through the full implementation of General Assembly resolutions 47/199, 48/162, 50/120, 53/192 and parts relevant to operational activities for development of General Assembly resolution 52/12 B;

3. *Endorses* the approach for resource allocation as contained in document DP/FPA/2000/14, including both the indicators and threshold levels towards meeting the goals of the International Conference on Population and Development (ICPD) as well as the indicators that address the Key Actions for the Further Implementation of the Programme of Action of the ICPD, as adopted by the 21st Special Session of the General Assembly;

4. *Decides* that the updated resource allocation system contained in document DP/FPA/2000/14 should take effect at the beginning of the new programme cycle for any given country; in the case an upgrading country faces particularly adverse circumstances, its new resource allocation level should be implemented on a gradual basis, during a prudent transitory period;

5. *Reaffirms* the procedure for categorizing countries into Groups A, B and C as outlined in the report; approves the relative share of resources presented in table 5 of the report; and requests UNFPA to make special efforts to achieve the target shares for Group A countries as set out in table 5;

6. *Recommends* that the distribution of resources to individual countries, and particularly to those changing category, be made in a flexible manner, taking into account the need to ensure that the gains already made are not compromised;

7. *Endorses* that a grace period be accorded to the four new category O countries during which their programmes would be gradually phased out in a flexible manner;

8. *Recalls* its decision 96/15, in which the Executive Board, *inter alia*:

(a) Decided that the United Nations Population Fund, while using a flexible approach, should give special attention to the least developed countries, low-income countries and Africa;

(b) Also recognized the need to address the problems of significant social sectors and areas not reflected in national average indicators;

9. *Recognizes* that some countries may still continue to require programme support in selected thematic areas to assure that the gains already made are not compromised;

10. *Requests* the United Nations Population Fund, in recognition of the principle of universality, to make all efforts to maintain appropriate presence and visibility in all programme countries, including those in categories C, O and T;

11. *Further requests* the Executive Director to undertake a further quinquennial review of the system for resource allocation, including an assessment of the indicators and their threshold levels, and to report to the Executive Board in the year 2005; the assessment should be made in close consultation with all countries concerned, with a view to avoiding their duplication, as well as to ensuring their transparency, consistency and reliability.

28 September 2000

51. Following the adoption of the decision, two delegations took the floor.

52. The delegation of Egypt stated that it would have preferred that a grace period be given to all countries whose categories had changed, in order to preserve the gains that had been achieved as a result of the UNFPA programmes in the past and to prevent setbacks. It appreciated the element of flexibility that had been introduced in the decision, as it would give UNFPA the required flexibility to take into consideration the particular circumstances of countries, including the fact that national averages did not necessarily reflect social and economic disparities and other problems within countries. Noting that, in the past, programmes had had to be postponed or cancelled owing to a lack of funding, the delegation of Egypt hoped that the resource allocation system would not be resorted to every time the resource level itself went down. It called on all donor countries in a position to do so, to increase their contributions to UNFPA so that the Fund could continue to carry out its good work. It added that the review of the current system of resource allocation in the next five years should address all the components in a comprehensive manner. Referring to the different country categories, it underscored the need for equal treatment of all countries based on objective criteria. With regard to the graduation process, the delegation of Egypt stressed the need to take into consideration the different levels of development within each of the categories. It requested UNFPA to continue its good work in developing data and indicators for all countries so that the information would be available in the year 2005 for the Executive Board to consider different options and see which ones took into consideration the concerns of all countries.

53. The delegation of Nicaragua, while noting that it had similar concerns, reiterated the great importance it attached to the Fund's cooperation programmes in its country. The delegation observed that its country was continuing to make major efforts in its struggle to eradicate poverty. It stated that its country was very interested in continuing to be considered a Category "A" country, particularly because of the country's special conditions resulting from disasters, including Hurricane Mitch, and other problems. The delegation added that it would continue to make every effort to make voluntary contributions to UNFPA. Finally, it appealed to all donor countries to increase their contributions to UNFPA.

III. Financial, budgetary and administrative matters

54. The Executive Board had before it the "Annual financial review, 1999" (DP/FPA/2000/15 and DP/FPA/2000/15/Corr.1, Chinese, English and Russian only). As per decisions 99/21 and 2000/9, an oral report on updated estimates of UNFPA income in 2000 had also been requested by the Board.

55. In introducing the annual financial review for 1999, the Deputy Executive Director (Policy and Administration) noted that in 1999 UNFPA had experienced a decline of 9 per cent in general fund income, which dropped from $278.7 million in 1998 to $254.2 million in 1999. The decrease in income could be attributed primarily to a decrease in voluntary contributions caused by budget cuts of two important donors as well as the strength of the United States dollar. Multi-bilateral contributions continued a favourable trend, increasing to $33.6 million in 1999 as compared to $30.2 million in 1998. The Fund's total income for 1999 amounted to $287.8 million compared to $308.9 million in 1998. Total expenditures in 1999 amounted to $279.6 million, compared to $302.1 million in 1998, representing a decrease of $22.5 million or 7 per cent. Owing to the decline in income, programme expenditure, composed of project activities, technical support services and administrative and operational services, decreased from $246.7 million, or 81.7 per cent of total expenditures in 1998, to $214.1 million or 76.6 per cent in 1999. The Deputy Executive Director (Policy and Administration), highlighted the fact that proportionally, UNFPA execution continued to decrease by some 14 per cent, with procurement services provided to project activities accounting for 22 per cent of that execution modality. Proportionally, execution by United Nations agencies and non-governmental organizations (NGOs) increased by 14 per cent, respectively, while Government execution registered an increase of some 11 per cent.

56. Owing to the income shortfall in 1999, in accordance with Financial Regulation 12.2, UNFPA drew down $26 million from the operational reserve, leaving a balance of $24 million at year-end. The Deputy Executive Director (Policy and Administration) was happy to advise the Executive Board that with the recent payment of a contribution by a major donor, UNFPA had restored the operational reserve to its authorized level of $50 million. He added that UNFPA was acutely aware of the desirability of matching expenditures with income and was closely monitoring activity levels to ensure that in 2000 expenditures fell within the limits of available resources. He noted that a number of management measures, as outlined by the Executive Director at the Executive Board's annual session, had been implemented to assist in that regard. He concluded by noting that 1999 had been a challenging year for UNFPA. Income had continued to decline while the demand for UNFPA services had continued to grow. He appealed to the Executive Board to help to reverse the trend of declining resources, thus providing UNFPA with adequate resources to fulfil its critical mandate.

57. In response to decisions 99/21 and 2000/9, the Deputy Executive Director (Policy and Administration) presented an oral report on the updated estimates of UNFPA income for 2000. He noted that the current outlook was much more

favourable than what had been expected only three weeks previously, when the "Background note on update of contributions to UNFPA resources for 2000" had been prepared. He stated that as of 31 August, pledges received from donor countries for the year 2000 for UNFPA general resources amounted to $241.8 million, as noted in paragraph 3 of the background note. Thanks to the generous supplementary pledges from the Governments of the Netherlands and Sweden, that had been recently announced, the Fund's general resources income for 2000 was estimated at approximately $260 million, an increase of over $18 million. UNFPA was also projecting an increase in non-core resources of approximately $4 million (i.e., an increase from $40 million to $44 million), bringing the projected total income for 2000 to $304 million; compared to the $281.8 million figure given in paragraph 4 of the background note, it represented an increase of some $22 million.

58. The Deputy Executive Director (Policy and Administration) pointed out that the unfavourable exchange rate for the US dollar against most European currencies had been a major factor negatively affecting the Fund's general resources. Although a number of countries had increased their contributions in terms of national currencies and the euro, the conversion to US dollars had resulted in decreases in US dollar terms. Such losses on exchange had reached $6.1 million thus far in the year 2000 and totalled about $14.2 million for the three-year period, 1998-2000. He noted that paragraph 8 of the background note provided some concrete examples of the effects. He stated that the background note also reflected the Fund's dependency on a small core of donors for its resources. Indeed, as of 31 August 2000, 15 major donors accounted for about 98 per cent of the total contributions to UNFPA. UNFPA was striving to expand its donor base, which had peaked at 109 in 1992 and had reached 100 in 1996. The Fund's goal for 2000 was 100 donors. As of 31 August, the figure was 78; however, since the end of August, six additional donors had pledged, thereby raising the total number of donors to 84. During the next three months, UNFPA would continue its efforts to seek contributions from all governments in order to reach the goal of 100 donors.

59. The Deputy Executive Director (Policy and Administration) noted that the Fund was also doing everything it could to encourage multi-year pledges. As of 31 August, only 15 countries had submitted multi-year pledges and a corresponding schedule of payments. Six of those 15 were major donors (i.e., those contributing $1 million or more) and the remaining nine were regular donors. He underscored that general resources were the bedrock of the Fund's programme operations and were essential in maintaining the multilateral nature of the Fund's work. General resources were invaluable to UNFPA-supported country programmes, which were designed to help programme countries meet the challenges they faced in the area of population, reproductive health and sustainable development. In conclusion, the Deputy Executive Director (Policy and Administration) stated that UNFPA strongly appealed to its donor family to increase their contributions to the Fund for 2000 and beyond, and to make the payments as early in the year as possible. That would help UNFPA manage its tight cash-flow and enable it to fund its programmes at the level approved by the Executive Board.

60. During the discussion that followed, several delegations expressed deep concern about the Fund's declining core resources. Numerous delegations underscored the need for burden-sharing among donors and pointed out that many donors who were in a position to increase their contributions had not in fact fulfilled that responsibility. Several delegations emphasized the need to expand the Fund's donor base. To illustrate the point that UNFPA depended on too small a donor base, one delegation made a comparative analysis of donor contributions, noting that to date, in 2000, a small core of five donors had contributed approximately twice as much to UNFPA as six of the seven major industrialized countries. The delegation called on the major donors to perform better with regard to their contributions to the Fund's core resources.

61. Several delegations were pleased to note the increase in the Fund's supplementary income, including increased funding from the private sector. While welcoming that trend, some delegations cautioned that the multilateral and neutral nature of the Fund should not change in any way as a result of the growth in non-core resources. One delegation asked about the unspent resources in some of the trust funds. Another delegation asked what steps had been taken to enhance internal coordination regarding fund-raising activities. The same delegation also asked to know the reasons behind the large increase under "Other Expenditures" in table 1 of document DP/FPA/2000/15. Some delegations asked why there had been a 16 per cent increase in the biennial support budget as compared to 1998. Several delegations welcomed the restoration of the operational reserve to its authorized level. Some delegations expressed concern about drawing down on the operational reserve and pointed out that it was not a sustainable practice and should be avoided. With reference to contributions received by UNFPA, numerous delegations referred to the negative impact of the US dollar on currency exchange rates and they suggested that other arrangements should be explored, including examining the experience of other United Nations entities. Some delegations asked if the strong US dollar had resulted in increased purchasing power for UNFPA in programme countries. One delegation suggested that UNFPA should diversify its procurement and purchasing to other currencies. Another delegation wondered if the time had come to seek the support of national legislatures and executives to approve supplementary allocations to UNFPA to make up for losses from local currency exchange rates. Several delegations were pleased to note an increase in national execution modalities and a decrease in UNFPA execution. Several delegations were also pleased to note the positive signs regarding the Fund's income situation in 2000.

62. The delegation of Sweden announced that its Government had approved an additional core contribution to UNFPA for 2000 in the amount of 21 million Swedish kroner (approximately $2.23 million). The delegation stated that in the context of financing for development, its Government was supporting a project on "Mobilizing support and resources for the United Nations funds and programmes". An initial discussion had taken place in Stockholm in August and presentations were planned for the Executive Board and the respective funds and programmes.

63. One delegation, referring to the earlier difficulties the Fund had encountered with the Integrated Management Information System (IMIS), asked if they had been resolved. The delegation also asked when the Executive Board would consider the recently published report of the Board of Auditors. Another delegation underscored the need to support the countries with economies in transition and pointed out that in the face of declining resources, it was all the more important to work in collaboration with civil society and NGOs. The delegation stated that the attention of world leaders should be drawn to the serious financial situation facing the United Nations funds and programmes and the dangerous consequence that the priority needs of countries would not be met. One delegation expressed concern that project expenditure in Africa had declined by 16 per cent. The delegation asked why UNHCR was not included in the list of executing agencies in table 4 of document DP/FPA/2000/15.

64. In his response, the Deputy Executive Director (Policy and Administration) thanked the delegations for their supportive and constructive comments. He noted that UNFPA took its fund management responsibility seriously and recognized that it was accountable to the Executive Board. He noted that on assuming his post at UNFPA he had sought and received staff support in cost-containing measures introduced by the Fund in view of the decline in resources. He stated that he appreciated the Board's concern regarding the decline in the Fund's income during the last few years. He underscored the importance of political will in mobilizing resources to meet the goals of the International Conference on Population and Development (ICPD) and ICPD+5. Regarding the comments on the increase in the Fund's support budget, he agreed that UNFPA had to work on managing administrative costs. He observed that the Fund was currently going through a workforce planning and realignment process and all posts and contracts were being critically reviewed with a view to reducing personnel costs and minimizing the support budget. He stated that he had taken note of the Board's concern regarding the growth in non-core supplementary income, and he assured the Board that UNFPA would continue to maintain the multilateral nature of its assistance.

65. He noted that the Executive Director was working to strengthen the Fund's resource mobilization capacity at headquarters and in the country offices. He recognized that the Executive Board's trust in the Fund would ultimately depend on how efficiently UNFPA utilized its resources to achieve its goals. He pointed out that the financial crisis had become an opportunity for the Fund to increase its efficiency. He stated that through the multi-year funding framework (MYFF) and results-based management, the Fund would seek to have significant impact at the country level. He noted that next year UNFPA would present its biennial support budget to the Board and would endeavour to achieve some savings in the support budget. Referring to the report of the Board of Auditors, he praised the work of the external auditors and noted that UNFPA was addressing the issues highlighted by the Board of Auditors.

66. The Deputy Executive Director (Programme), in responding to comments on two programmatic issues, underscored that over the past few years UNFPA had made conscious efforts to increase national execution of projects and to decrease UNFPA execution. She clarified that the actual level of national execution (composed of execution by both Government and national NGOs) was higher than suggested by table 4 because the execution by national NGOs was not reflected therein as it had been combined with the execution by international NGOs. She pointed out that in the future UNFPA would separate those so that the total picture on national execution would become clearer. With reference to the query on collaboration with UNHCR, she stated that UNFPA had very close collaboration with UNHCR both in the field and at headquarters. She noted that UNHCR and UNFPA were part of the original core group that had developed the manual on support for reproductive health in emergency situations. Also, both organizations were part of the group that had developed the reproductive health emergency kits. She clarified that UNFPA did not implement emergency activities at the operational level, instead it utilized other organizations to do that. However, it did procure and supply emergency kits and that activity was listed as executed by UNFPA. At the field level, UNFPA had collaborated with UNHCR and national/local authorities in supporting a number of emergency activities.

67. The Director, Division for Finance, Administration and Management Information Services (DFAMIS), thanked the delegations for their useful and constructive comments. He concurred with the need to control the support budget and stated that UNFPA had taken strong measures to contain support budget expenditures in 1998 and 1999. Referring to tables 8, 12 and 13 in document DP/FPA/2000/15, he noted that the net support budget expenditure had risen from $54.8 million in 1998 to $63.6 million in 1999, which was an increase of $8.8 million. He explained that $3 million of the $8.8 million increase was due to subvention fees for services UNFPA received from the United Nations Secretariat and UNDP. He pointed out that there had been a delay in billing and while some portion of $3 million should have been billed in 1998, it was in fact billed in 1999. Consequently, expenditures in 1999 were higher than in 1998. Secondly, after the harmonization of the UNFPA, UNDP and UNICEF budgets, it had been agreed that the income tax refund would be credited as income to the budget with a corresponding reduction in the contribution to UNFPA from the given country. He noted that during the 1998-1999 biennium, one major donor provided a contribution in 1998 but not in 1999 and therefore about $2 million as income tax refund became an expenditure. Thirdly, although the recruitment of seven UNFPA representatives had been approved earlier, UNFPA had delayed such recruitment in the first year of the biennium in order to contain budget expenditures. Thus, most of the expenditures associated with the recruitment took place in 1999 and amounted to $1.7 million. Finally, because of the decline in project expenditures the support-cost income earned also decreased by $1 million. He underscored that the $8.8 million increase should be cast against the fact that in any given biennium the expenditures were always higher in the second year than the expenditures in the first year. Nevertheless, that did not mean that the organization had spent more than had been appropriated. He pointed out that of the $8.8 million increase, only $0.8 million was an increase and that it was in fact much less than an inflationary increase would have been, which clearly indicated that the Fund's cost-containing measures had

generated savings. He emphasized that in any discussion of the biennial support budget, it would be essential to look at the total biennium and not just at the individual years. He noted that for the 1998-1998 biennium, the appropriation approved for UNFPA had been $127.5 million; however, the Fund's support budget expenditure for that period had only been $118.4 million. Pointing out the unencumbered balance of $9.1 million, he emphasized that UNFPA had been very prudent in implementing the biennial support budget for 1998-1999.

68. The Director, DFAMIS, stated that UNFPA had taken note of the comments made by delegations regarding increased monitoring and control of expenditures during the current biennium. He observed that while the overall ratio of the Fund's support budget expenditure to total income of the biennium might seem a little high at 22 per cent, compared to that of the Fund's sister agencies, it was much less. Referring to execution modalities, he concurred with the view expressed by some delegations that there should be an increase in national execution by Governments and NGOs and a proportionate decrease in execution by UNFPA. He stated that UNFPA was making conscious efforts towards that end. With regard to currency exchange rates and the strength of the US dollar, he noted that UNFPA expenditures were made in both local and hard currency and the latter remained unaffected by the strong US dollar. Regarding the operational reserve, he thanked the donors for their contributions, which had made it possible for the reserve to be restored to its authorized level. He agreed that drawdowns from the operational reserve should be avoided, and he assured the Executive Board that UNFPA had introduced measures to control expenditures. He underscored his faith in the MYFF and pointed out that if all major donors made funding commitments on an assured, predictable and continuous basis, then it would be possible to appropriately plan the pace of programme implementation within the commitments that had been made. He noted that the volatility of income was a very difficult issue to deal with and he concurred with the delegation that had stated that caution should be used in the future in projecting income growth rates. He added that UNFPA had been very cautious in income forecasts for the current year and expenditure ceilings had been controlled. Regarding a query on the report of the Board of Auditors, he pointed out that it would be discussed at the first regular session 2001. Concerning the query on the IMIS, he observed that most of the interface problems encountered last year had been resolved. He added that better monitoring mechanisms were being put in place with regard to other services provided to UNFPA by UNDP.

69. The Chief, Finance Branch, DFAMIS, responding to the query on the increase in "Other Expenditures", noted that it was a result of holding funds in currencies other than the US dollar, and pointed out that most of it constituted paper losses.

70. The Chief, Resource Development Branch, Information and External Relations Division, stated that in the last two years UNFPA had experienced a rapid growth in supplementary or co-financing income. He observed that in 1998, UNFPA had projected a supplementary income of $25 million for each year of the biennium and already in 2000 the Fund had received $44 million. He stated that

while the funds were greatly welcomed managing that large volume of resources was taxing the capabilities of the units responsible. Consequently, some large balances in several of the multi-bilateral trust fund accounts had built up. However, in late 1999, some institutional measures had been put in place to strengthen the Resource Development Branch capacity to manage and administer a higher level of income for multi-bilateral programmes. He stated that the specific steps taken included the following: adding a staff member to the unit's co-financing team; developing a multi-bilateral monitoring matrix which at a glance provided the total picture of any given trust fund portfolio; introducing co-financing workshops based on a multimedia presentation; and tracking payments through an information tool called Chase FAX. He concluded by stating that the unit would need to continue to improve and strengthen its capabilities to track and manage the Fund's growing supplementary income.

71. Following the response from the secretariat, one delegation took the floor. The delegation thanked UNFPA for the explanations regarding the increase in expenditures and pointed out that in the future it would be useful for the Fund to provide such clear explanations either in the report itself or else in an informal meeting prior to the Executive Board session. Regarding currency exchange rates, the delegation noted that UNICEF had recently informed its Executive Board that more than 70 per cent of the contributions it received were in currencies other than the US dollar and that 50 per cent of the expenditures it made were in currencies other than the US dollar. The delegation requested UNFPA to provide similar information to the Board in the future. While noting that for the last three years the Executive Board had been discussing the issue of the negative impact on UNFPA resources resulting from the strength of the US dollar and the consequent unfavourable exchange rates for other currencies, the delegation stated that it would be useful for UNICEF, UNDP and UNFPA to jointly discuss the matter and explore alternatives, given that all three organizations faced the same problem.

72. The Director, DFAMIS, thanked the delegation for its suggestions and stated that in the future UNFPA would include explanatory notes in the report. He also agreed that it that would be useful to have collaborative discussions on the issue of exchange rates, under the aegis of the Executive Board, with the involvement of UNICEF, UNDP and UNFPA, if the Board so chose.

73. The Executive Board took note of the "Annual financial review, 1999" (DP/FPA/2000/15 and DP/FPA/2000/15/Corr.1, Chinese, English and Russian only) and of the oral report on updated estimates of UNFPA income in 2000.

IV. Technical advisory programme

74. The Executive Board had before it a document entitled "Progress report on implementation of Technical Advisory Programme arrangements" (DP/FPA/2000/16), submitted in response to paragraph 9 of decision 99/19.

75. In introducing the report, the Director, Technical and Policy Division (TPD) noted that since its inception in 1992, the Technical Advisory Programme (TAP) had readily adapted to changes in the priorities, needs and circumstances of countries. Following the International Conference on Population and Development (ICPD) in 1994, the TAP system had been modified to support the reproductive health approach more effectively and to ensure mainstreaming of gender concerns. More recently, the system had been revised to meet the need to strengthen monitoring and evaluation of UNFPA country programmes, to respond to the HIV/AIDS epidemic and to utilize new information technologies. He observed that for the preparation of the progress report (DP/FPA/2000/16), UNFPA had undertaken a number of special activities to assess the progress of the system, including: (a) an intranet-based discussion group with participation from TAP partner agencies, the Country Technical Services Teams (CSTs) and other UNFPA headquarters staff; (b) a field inquiry, facilitated by the UNFPA country offices, to obtain the views of government officials and national population experts, both governmental and non-governmental; (c) informal consultations with CSTs and TAP partner agencies in the United Nations system to assess their performance and overall contribution to meeting the needs of programme countries for technical assistance; and (d) a desk review of relevant evaluation reports and internal documents.

76. He noted that the field inquiry had revealed, *inter alia*, that: (a) the overall need for technical assistance in most programme countries would remain substantial and was likely to expand further in the specialized areas within the Fund's three core programme areas; (b) countries had high priority needs for technical assistance in a broad range of sub-areas, including adolescent reproductive health, reproductive health programme management, policy development and the development and management of integrated information systems; (c) the CSTs were a major source of technical assistance and in many countries were the sole source; (d) capacity at the national level was growing although the number of national experts was unevenly distributed among countries; and (e) a strong demand existed for training to further increase national capacity.

77. The Director, TPD, pointed out that strengthening national capacity was a key task of all TAP specialists and during 1999 one third of all mission activities were related to national capacity-building. He noted that monitoring the TAP system was an ongoing process and involved UNFPA headquarters as well as the coordinators within each partner agency's headquarters. The performance of each individual CST and Technical Advisory Services (TAS) specialist was assessed annually based on his/her performance plan. Additionally, the CSTs submitted semi-annual reports on their activities which were reviewed at UNFPA headquarters. Management audits of CST offices were undertaken on a regular basis. An inter-

agency task force composed of CST directors, TAP agency representatives and UNFPA headquarters staff met at least once a year to review the functioning of the system.

78. The Director, TPD, stated that the TAP would contribute to the goals and outputs of the multi-year funding framework (MYFF). To that end, the CST and TAS specialists had begun to develop objectively verifiable indicators of their work. Those indicators would be linked to the MYFF goals and would be specifically designed to measure the extent to which the TAP system was contributing to national self-sufficiency in the provision of technical expertise in the Fund's three core programme areas. He noted that owing to the Fund's current financial constraints, it would be difficult to meet the anticipated increase in the technical assistance needs of countries. Owing to the decline in the Fund's resources, the number of CST and TAS positions had been reduced from 156 in 1992 to 130 and of those many were vacant at the present time. He concluded by noting that during the coming year, UNFPA would explore various ways to continue meeting the technical assistance needs of countries.

79. During the discussion that ensued, several delegations supported the increased emphasis of the TAP on national capacity-building and appreciated the information in the report on how regional and national expertise in capacity-building was being utilized. One delegation noted that the report had not addressed the issue of utilization of national and regional expertise in relation to capacity-building and networking within the TAP. The same delegation stated that since the main objective of the TAP was to enhance national capacity-building, it would be essential to give more weight and emphasis to the services rendered through the CSTs. The delegation commended the TAP system ability to respond to emerging needs and challenges, for example, the HIV/AIDS epidemic. One delegation, while noting that the TAP played a valuable role in the design and implementation of population programmes in many countries, expressed concern about the high number of vacancies within the programme and suggested that new strategies for recruitment should be developed. The delegation stated that if the positions were not financially feasible in the long run, ways to restructure TAP with fewer staff should be considered, while safeguarding productivity. Another delegation reiterated its proposal made at the Executive Board's third regular session 1999, urging that the posts for TAS specialists be reduced to one post per agency.

80. One delegation noted that its country's experience with the CST had been very useful in many significant respects, including technical backstopping for the development and implementation of the third country programme; technical backstopping for developing a comprehensive population and housing census project document that served as an essential advocacy tool to mobilize resources, particularly from bilateral donors; and technical backstopping in connection with training in the use of the logical framework (logframe) approach in designing the fourth country programme. The delegation emphasized that all of those exercises with the CST had been characterized by a participatory approach; effective synergy between local programme managers, experts and the CST; and benefits to the

country programme resulting from the sharing of information on both best and worst practices. The delegation stated that one major constraint was that the crowded schedule of the CST members affected the timely delivery of technical assistance. Given those circumstances, the delegation stated that the Executive Board might wish to review the staffing levels of the CSTs.

81. One delegation, speaking also on behalf of another delegation, expressed concern that the analysis requested in paragraph 9 (a) of decision 99/19, concerning the ability of the TAP system to respond to programme country needs for technical and strategic support, had not been adequately addressed in the report. The delegation stated that a more comprehensive analysis would have been useful. The delegation noted that the field inquiry referred to in the report indicated that countries were currently not getting the technical assistance they needed. The delegation hoped that UNFPA would take advantage of a more decentralized approach to improve the effectiveness of its technical assistance. The delegation was also concerned that the report had not provided information requested in paragraph 9 (b) of decision 99/19 concerning the monitoring of the TAP system, particularly in the context of the MYFF. Also, no mention had been made as to how the TAP logframe analysis would contribute to the goals and objectives of the MYFF. The delegation stated that it was looking forward to examining the proposals to be presented in next year's report, including on a more proactive and strategic approach in the provision of technical assistance coupled with the flexibility the Fund planned to introduce.

82. One delegation, speaking also on behalf of another delegation, stated that although the report described a wide range of input activities, it was difficult to get a sense of the scale and value of the outputs and the contribution of the TAP to UNFPA goals and the impact of the support provided by the TAP. The delegations hoped that a more performance-based assessment of the TAP would be provided within the context of the MYFF. The delegations added that the report had not addressed the evolving skills mix that UNFPA needed to support investments in reproductive health in the context of health sector development. The delegations hoped that the proposals to be presented the following year would address that more explicitly. The delegations added that the report for the following year should provide a breakdown of the costs of current arrangements against the costs of alternative mechanisms, such as regional resource centres, for ensuring that countries received the technical assistance they needed. The delegations stated that overall they were still not convinced that the TAP provided the most effective means of supporting institutional capacity-strengthening on a sustained and continuous basis.

83. One delegation, speaking also on behalf of another delegation, was pleased to note the contributions of the TAP, including in Ethiopia and Ghana. The delegations underscored that the TAP was unique in that it was composed of various United Nations agencies. Noting that the population field was complex, the delegations stressed the importance of using a multisectoral approach in addressing population issues. The delegations emphasized the need to build national capacity

and asked if partnership with other development actors could be enhanced at the regional level in the context of the Common Country Assessment and the United Nations Development Assistance Framework. The delegations noted that the role of the TAS specialists remained ambiguous, and they suggested that the functions of the TAS specialists should be streamlined with added emphasis on the technical backstopping of the CSTs. The delegations encouraged UNFPA to find innovative ways to strengthen technical backstopping at strategic stages of the country programme cycle, and asked that the next report elaborate on such alternatives as increased contacts with universities, other institutions, donors and NGOs.

84. One delegation noted that the report was descriptive and greater attention should have been focused on measuring outputs. The delegation observed that although the list of activities carried out by the TAP was impressive, no in-depth analysis or evaluation had been provided. Consequently, it was difficult to verify the value added by the TAP system. The delegation underscored the importance of national capacity-building.

85. One delegation, while noting that it had a generally positive impression of the TAP, stated that it had some reservations about the TAS component. It noted that the added value of TAS functions had not been clearly demonstrated and wondered whether the TAS functions could be assumed by the CSTs. The delegation added that it would continue to have questions on the costs and benefits of the system and asked if it might be possible to do better with a smaller number of posts. The delegation noted that on average, each CST had 12 budgeted posts and that seemed a sufficient number to ensure technical assistance in the priority areas. The delegation stated that it would have been useful to have included the TAP staffing table in the document. Another delegation asked to know more about the specificity of technical services provided by the TAP to countries that did not have UNFPA-supported country programmes. The delegation also asked whether the CST to be located in Bratislava, Slovakia, had been established.

86. One delegation was pleased to note the increased cooperation between the CSTs and the TAS specialists and hoped that cooperation with NGOs in the field would be further strengthened. The delegation encouraged strengthening of information-sharing and the establishment of a cooperation mechanism among the TAP partner agencies to expand awareness about population issues. The delegation stated that in order to make the CSTs more efficient, the specialist areas of the teams should be more diversified to respond to the needs of programme countries. Another delegation, while noting that the availability of funding was a precondition for programme implementation, stated that there should be a balance between the country programme and the TAP. The delegation stated that given limited resources, technical cooperation within the United Nations system should be strengthened and technical experts from NGOs and other international organizations should be utilized. In addition, increased funding should be sought to recruit national experts and efforts made to increase the training of experts. Modern communications and information technologies, including the Internet, should be utilized to reduce travel.

The delegation emphasized that national experts should be utilized as much as possible.

87. A joint statement was made by FAO, ILO, UNESCO and WHO, agencies that were participating in the TAP. They underscored that at the country level, the TAP system worked very well in providing coordinated support to country programmes. The TAP was frequently cited as an example of effective collaboration among United Nations agencies and as an appropriate means of working with NGOs. It had demonstrated its capacity to provide substantive technical assistance to countries to build national capacity in a flexible and dynamic manner. At the agency level, the TAP had played a crucial role in incorporating population-related elements in the work of participating agencies. The resource situation at UNFPA had, however, resulted in several operational steps being postponed or eliminated. In addition, several posts that were essential for the implementation of an interdisciplinary and comprehensive approach to population issues had been frozen and the vacancy rate for TAS posts at present was close to 50 per cent. That factor severely impaired the smooth functioning of the TAP system. The agencies hoped that the freeze would be partially lifted in the present biennium.

88. In her response, the Deputy Executive Director (Programme) thanked the delegations for their positive comments and the helpful suggestions they had made for the report for the following year. With reference to the staffing table, she noted that it had been provided in an earlier report and, because of space limitations, had not been included in the current document. However, the table could easily be provided to the Executive Board members and was, in fact, the same as approved by the Board last year. Responding to the queries regarding insufficient technical advisory services and the crowded schedule of the CST specialists, she noted that because of financial constraints, it had not been possible to fill all the TAP posts. Nevertheless, UNFPA was trying to safeguard the priority areas within the teams, and every effort would be made to fill the vacant posts when the financial situation improved. Regarding one delegation's suggestion that there should only be one TAS post per agency, she noted that that was almost the case because of the current freeze on recruitment. She observed that for the next report, UNFPA would look into the possibilities of more cost-effective provision of technical advisory services, including drawing on other resources in the regions. She underscored that building national capacity and utilizing national experts where available had been the goal of the TAP since its inception. The CSTs had been instructed to seek and utilize national experts, including from the private sector; however, owing to the heavy demands on their time, in-country networking was not easy. She pointed out that UNFPA was revising the roster of national, regional, subregional and international experts.

89. Regarding the need to make better and more systematic use of the time of the CST specialists, she pointed out that they went on missions when requested by countries. UNFPA was seeking to enhance the links between CSTs, country offices and the pertinent technical unit at UNFPA headquarters, and CST involvement would be systematically built into the country programme cycle. While observing

that UNFPA was working on developing the TAP logframe, she pointed out that the work of the TAP fed directly into the MYFF, particularly with regard to national capacity-building and advocacy, which were key strategies of the MYFF. Regarding the query on technical assistance to countries that did not have a UNFPA-supported country programme, she stated that the Fund had always made technical assistance available to such countries. She underscored that where financial resources were very limited, technical support took on added importance. She noted that the CST to be located in Bratislava, Slovakia, was in the process of becoming operational and was being staffed with CST specialists drawn from the teams located in Kathmandu, Nepal, and Amman, Jordan.

90. In his response, the Director, TPD, thanked the delegations for their constructive comments and stated that they would be very useful in preparing the next report. Regarding capacity-building, he noted that strengthening of both national experts and national institutions was undertaken by the TAP. He observed that one third of the CST missions were directly devoted to capacity-building, including institutional development. He stated that utilizing national experts was highly important. However, at times it was difficult to recruit national experts who were in government service. Also, sometimes Governments specifically requested international expertise. He observed that the experience varied from region to region, with some regions utilizing a great number of national experts, particularly from universities. He stated that the TAP also continued to have successful regional cooperation, including with the United Nations regional commissions and other regional bodies, and collaboration with other United Nations organizations. For example, UNAIDS had assigned seven HIV/AIDS advisers to the CSTs.

91. With reference to the query on the value added by TAS specialists, he noted that they were an important part of the TAP system interdisciplinary and inter-agency approach. The TAS specialists provided technical backstopping for the CST advisers, organized meetings, synthesized information on emerging themes, and transmitted information and analysis to the CSTs and the country offices. Within their own agencies, the TAS specialists advocated for population issues and were important agents in advocating for the ICPD Programme of Action. In response to another query, he noted that no while no cost-benefit analysis of the TAP system had been conducted, independent evaluations of the TAP had been carried out. He stated that the next report would include analysis on how national expertise was being utilized.

92. The Executive Board took note of the "Progress report on implementation of Technical Advisory Programme arrangements" (DP/FPA/2000/16).

V. Country programmes and related matters

93. The Executive Board had before it two proposed country programmes: "Assistance to the Government of Cambodia" (DP/FPA/KHM/2); and "Assistance to the Government of Viet Nam" (DP/FPA/VNM/6). As no requests for a separate discussion had been received, in accordance with decision 97/12, the Board approved without discussion the following country programmes: "Assistance to the Government of Cambodia" (DP/FPA/KHM/2); and "Assistance to the Government of Viet Nam" (DP/FPA/VNM/6). Following the approval, the floor was opened for comments and questions of a general nature.

94. The Deputy Permanent Representative of Viet Nam to the United Nations expressed his sincere appreciation to the Executive Board for the approval of the country programme (DP/FPA/VNM/6). He thanked UNFPA at all levels, headquarters, regional and country, for its cooperation with the Government of Viet Nam and with other development partners in Viet Nam. He expressed his deep gratitude to the Executive Director of UNFPA for her leadership and commitment to assisting his country. He stated that it was gratifying to report that the Fund's assistance to Viet Nam, commencing in the 1970s, had had a concrete and positive impact on the well-being of the Vietnamese people. He stressed that the country programme that had just been approved conformed with his Government's policies and priorities and had been prepared in close consultation with other development partners. The country programme was in line with the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) and the decisions of the Executive Board. He noted that the country programme was also in line with the Programme of Action of the International Conference on Population and Development (ICPD) and ICPD+5. He observed that in implementing the programme due importance would be given to past successes. He reiterated the Executive Director's observation made at an earlier session that advocacy without improved services would be a waste. He underscored that the Government of Viet Nam was strongly committed to effective results-based activities in the area of population and development and pointed out that the Government had increased investment in population and health programmes, including through loans obtained from the World Bank and the Asian Development Bank. He pointed out that Government spending had increased 140 per cent in the area of education and doubled in the area of health, with a five-fold increase in spending on family planning. While pointing out that Viet Nam remained a poor country and faced many socio-economic challenges, including the HIV/AIDS epidemic, he called for greater cooperation with UNFPA and its partners and emphasized that increased resources were needed to preserve the gains made in the past.

95. Several other delegations welcomed the approval of the two country programmes. One delegation noted that UNFPA interventions in Viet Nam had been most efficient and had contributed to the country's development. The same delegation added that it would be useful for the Fund to also take into account other issues such as urbanization, migration, the environment (including urban pollution) and their inter-linkages with population issues. With reference to the Cambodia

country programme, the delegation stated that the right course had been taken with regard to the population strategy, and noted that the impact of the programme would depend on mobilizing sufficient funds for the programme. The delegation commended the synergy between the UNFPA-assisted programme and the cooperation programme of its own country in Cambodia.

96. Another delegation, while noting that its country had substantial bilateral assistance programmes in both Cambodia and Viet Nam, stressed the importance of ensuring that UNFPA programmes complemented and did not duplicate the work of other development partners. The delegation hoped that the Fund's focus on capacity building of the National Centre for Health Promotion in Cambodia would complement its own country's primary health care project in Cambodia. The delegation supported the goal and purposes of the Viet Nam country programme and was pleased to note that United Nations agencies in Viet Nam had harmonized their programme cycles. The delegation stated that the document (DP/FPA/VNM/6) would have benefited from a more specific elaboration of how the programme goals would be achieved. For example, the delegation would welcome an explanation of how UNFPA envisaged the advocacy role working in practice.

97. With regard to Cambodia, one delegation stated that its country attached particular importance to the area of population and HIV/AIDS, especially given the recent surge in HIV/AIDS prevalence in Cambodia. The delegation noted that in June, its Government, together with that of another donor country, had sent a joint mission to Cambodia, under the framework of the Global Issues Initiative on Population and AIDS (GII-Common Agenda). The delegation observed that its country, in close collaboration with the other donor country, would follow up on the mission findings and contribute to promoting reproductive health in Cambodia. The delegation regretted that the budget for the Cambodia country programme had decreased as a result of the Fund's recent funding situation and it hoped that the programme budget for Cambodia would increase once the UNFPA funding situation improved. The delegation added that its country intended to assist the activities of the UNFPA country office in Cambodia by utilizing its bilateral official development assistance to the country.

98. One delegation, speaking also on behalf of two other delegations, noted that further elaboration was needed on the nature of the collaboration between United Nations Development Group partners. The delegations commended the focus on meeting the reproductive health needs of men and women, including HIV/AIDS prevention. The delegations stated they would have preferred more information on coordination with other development partners, particularly the World Bank. The delegations stated that for future programmes, it would be important to show how the programmes of the different partners reinforced each other.

99. Another delegation provided technical comments on both country programmes. With regard to the Cambodia country programme, the delegation noted that the reproductive health issues were addressed in a comprehensive way,

and it hoped that increased access to quality family planning services would lead to a decrease in the high abortion rates. The delegation encouraged UNFPA to play a greater advocacy role in the area of HIV/AIDS prevention, given the serious spread of the epidemic in Cambodia. Regarding the activities targeted to adolescents, the delegation asked whether reproductive health commodities would be supplied under the proposed programme in addition to information, education and counselling. The delegation asked what firm plans were in place for donor support of contraceptive supplies after 2000. On the issue of peer counselling, the delegation called attention to recent studies funded by Pathfinder International that had shown that adolescents tended to place more trust in advice from adults than from peers on reproductive health issues. With regard to monitoring and evaluation, the delegation asked why the important indicator "number of clients served" would not be tracked. The same delegation stated that it was impressed by the Viet Nam country programme and commended UNFPA for the work it had carried out to assist with the population and housing census which had strengthened the capability of the General Statistics Office. The delegation asked whether the UNFPA geographic target areas were the same as those of UNICEF and WHO. The delegation also asked for a clarification on whether the UNFPA-supported reproductive health activities were part of the primary health care efforts being supported by UNICEF. Given that the reduction of maternal mortality was an important objective for both organizations, the delegation wished to know more about the coordination of their activities. The delegation suggested that a more aggressive advocacy position might be appropriate given the current rates of abortion, sexually transmitted infections (STIs), including HIV/AIDS, and reproductive tract infections (RTIs). The delegation asked to know more about specific advocacy programmes, including the provision of reproductive health information to adolescents and unmarried young adults.

100. The Director, Asia and the Pacific Division (APD), thanked the Executive Board for the approval of the two country programmes and for the useful comments made by several delegations. She reiterated that both programmes were in line with the developmental plans of the respective Governments and had been developed in close consultation with governmental, non-governmental, United Nations and donor agencies. The preparation of both programmes had been guided by the CCA and UNDAF exercises. The programme cycles had been harmonized with those of UNICEF and UNDP, and the programmes would complement the programmes of cooperation of the other United Nations agencies.

101. The common issues that were being addressed in the two UNFPA-supported programmes included the rapidly increasing incidence of HIV/AIDS, high rates of abortion, high rates of STIs, low male participation in family planning and limited access to reproductive and sexual health information and services for adolescents. The Director, APD, assured the Executive Board that in the implementation of the programmes, the respective country offices would coordinate and collaborate with UNICEF, UNDP, WHO and other agencies in order to maximize the impact of programme delivery while reducing any duplication and overlapping both in geographical and substantive coverage in order to provide the best possible programmes to Cambodia and Viet Nam. On the subject of reproductive health commodity supplies, she stated that UNFPA would provide assistance to strengthen

the national capacity to forecast, manage, and distribute contraceptives in an effective way. In both countries, contraceptive commodity needs would primarily be met by the other donors. On rare occasions, if required, UNFPA would attempt to fulfil the unmet need. UNFPA would also assist both countries in implementing social-marketing programmes and in approaching various donors in order to ensure the regular supply of reproductive health commodities for the programmes.

102. With reference to the Cambodia country programme, she agreed on the need for UNFPA to play a greater advocacy role for the prevention of HIV/AIDS, and to include monitoring indicators as suggested. She added that UNFPA had taken note of the reference to the recent study funded by Pathfinder International pertaining to adolescent issues and would follow up with relevant parties. She pointed out that the proposed programme intended to involve community leaders, village chiefs, parents, teachers and monks as well as male and female peer educators to increase their support for adolescent reproductive health issues. Responding to the comment made by one delegation regarding its concern about the reduced programme budget for Cambodia, she indicated that if the income of UNFPA increased, it was likely that UNFPA-supported programmes in all countries would benefit, including in Cambodia. She added that UNFPA looked forward to working with the delegation's Government in order to strengthen the partnership to address the issue of HIV/AIDS in Cambodia. Concerning the question regarding the Fund's collaboration with other development partners, she noted that UNFPA would collaborate with UNICEF, WHO and the German Agency for Technical Cooperation (GTZ) in health sector reform; with UNESCO and UNICEF in the area of adolescent reproductive health and education; and with the European Union, the World Bank and the Government of Japan in the prevention of HIV/AIDS. The Fund's assistance would mainly be focused on capacity-building through training and technical assistance, the provision of policy advice, and strengthening and improving access to service delivery.

103. Regarding the country programme in Viet Nam, the Director, APD, noted that UNFPA had been working very closely with UNICEF and WHO to complement their assistance. Both the UNFPA and UNICEF programmes were part of the primary health care efforts: UNFPA focused on reproductive health for adolescents, young adults, couples about to marry and pregnant women, and on ante-natal, delivery and post-natal care while UNICEF focused on rural water supply, sanitation, nutrition immunization and child education. UNFPA and UNICEF had nine districts in common where both organizations were supporting implementation of maternal health interventions. In addition, UNFPA and UNICEF were collaborating with WHO, the United Nations International Drug Control Programme and UNAIDS on a joint strategic approach to prevent mother-to-child-transmission of HIV/AIDS and a joint project would be implemented in four pilot districts starting in 2001. The Director, APD, observed that UNFPA had signed memoranda of understanding with the World Bank and the Asian Development Bank defining their respective areas of collaboration in the health sector in Viet Nam. She concurred with the suggestion that a more aggressive advocacy position was needed to address HIV/AIDS, RTIs and STIs and to reduce the high rates of abortions. She added that the UNFPA Representative in Viet Nam currently chaired the theme group on HIV/AIDS, through which coordinated efforts to address the epidemic

were being promoted. She noted that on the advocacy front UNFPA, together with UNAIDS and the Asia Forum of Parliamentarians on Population and Development (AFPPD), had involved Vietnamese parliamentarians in a recent meeting of East and South East Asian countries on HIV/AIDS and STIs. The Fund had organized media campaigns to create awareness and disseminated information at the grass-roots level through such avenues as telephone hotlines, youth clubs and condom cafes. In conclusion, she thanked the Governments of Cambodia and Viet Nam for their deep commitment to rapid social development and noted that the Fund's inputs had made a difference and that further progress would be achieved through implementation of the new programmes.

Farewell to the Executive Director

104. The President of the Executive Board, the Permanent Representative of the Czech Republic, speaking on behalf of the entire Board, stated that, during her years with UNFPA, Dr. Nafis Sadik had touched many lives in every region of the world. She had helped the needy and had advocated strongly for reproductive health, gender equity and equality and the empowerment of women. She had given voice to the many voiceless women around the world. And her voice had been heard in the centres of power in both developing and developed countries. He emphasized that the driving force of Dr. Sadik's vision and her work had always been a better quality of life for all - for families and for individuals. Sustainable development had always had a human face for her. And in the true spirit of the Programme of Action of the International Conference on Population and Development (ICPD), she had promoted people-centred programmes and strategies. With great passion and fervour, she had promoted universal literacy and emphasized the education of girls and had called for the involvement of men in addressing reproductive health issues and promoting gender equity and equality. She had fearlessly stressed the need to address adolescent reproductive health, including attention to strategies and programmes that focused on HIV/AIDS prevention. She had also focused attention on emerging issues, for example, ageing and international migration, which impacted both programme and donor countries. She had never hesitated to urge the international community to mobilize increased resources to address population and development issues with the goal of ensuring a better quality of life for all.

105. The President noted that under Dr. Sadik's leadership and guidance, UNFPA had grown from a small trust fund to the largest source of multilateral assistance to population programmes. As a result of her personal commitment to gender equity and equality, today women made up 46 per cent of the Fund's professional staff and 60 per cent of its senior management. That remained unmatched in any other part of the United Nations system. He stated that she had been a strong supporter of the United Nations reform process and had been an active and dynamic participant in the Executive Committee of the United Nations Development Group. Capitalizing on its areas of comparative advantage, UNFPA, under her leadership, had always sought to strengthen its partnerships with other agencies and entities of the United Nations system. Dr. Sadik's dynamism and determination had also been visible in the strategic partnerships that UNFPA had forged with the private sector and civil

society, including non-governmental organizations, private foundations, religious and traditional leaders and other stakeholders and actors in the field of population and development. The President stated that Dr. Sadik would always be remembered for her visionary leadership, keen intellect, charismatic personality and for her compassion and genuine commitment to enhancing the well-being of women, men and children around the world. The President concluded by thanking Dr. Sadik for her visionary leadership and for her close partnership with the Executive Board. He wished her great success with all her future undertakings.

106. The Vice-President of the Executive Board and representative of Botswana, speaking on behalf of the African States, stated that the African group wished to register its sincere appreciation to Dr. Sadik for her leadership and dedication to UNFPA over the years. She thanked Dr. Sadik for her tireless efforts in advocating for population and development issues and for ensuring that the reproductive health and rights of women and men were consistently at the fore and never allowed to be on the back burner. She recalled the ICPD+5 process during which Dr. Sadik spent long nights at the United Nations with the delegations, guiding negotiations in an effort to ensure that the needs of women and girls were always taken on board. She underscored that Dr. Sadik had become a very well-regarded friend of the African region and throughout her years at UNFPA had assisted African countries in opening up discussions on traditionally "no go" issues such as adolescent sexual and reproductive health, which today were given high priority by most of the Governments in the region and by civil society, in light of Africa's growing youth population and other emerging health-related problems. She applauded Dr. Sadik for her role in seeking "smart" partnerships for UNFPA with foundations, the private sector and NGOs, all in the effort to restore the resource level of UNFPA. She wished Dr. Sadik good luck in her future endeavours and was confident that Dr. Sadik would continue to be an advocate for population and reproductive health issues for many years to come.

107. The Vice-President of the Executive Board, the Deputy Permanent Representative of Viet Nam, speaking on behalf of the Asian States, stated that Dr. Sadik was among those public figures who had made an enormous contribution to development in the twentieth century and who had worked consistently to ensure that development had a human face. Dr. Sadik was leaving behind a solid UNFPA. In the 13 years she had served as Executive Director of UNFPA, Dr. Sadik had rendered a great service to the peoples of the Asia and Pacific region and of the world as a whole. Her tireless efforts to bring vital issues to the attention of world leaders and the public had resulted in a significant change in the way people everywhere viewed population and development. Dr. Sadik had steadfastly faced up to controversial issues and had turned herself into the world's leading advocate for ensuring that all couples and individuals enjoyed good reproductive health throughout their lives. Dr. Sadik had travelled many times to his country and to other countries in his region, and her empathy and knowledge had occasioned great admiration from all who had met her. He noted that Dr. Sadik had exerted a profound impact upon Asia, the most populous continent, and he was proud that she hailed from Asia. He stated that the ICPD had been one of the most splendid achievements of Dr. Sadik during her tenure as Executive Director. In the years

since the ICPD, Dr. Sadik had taken the lead in working to see that the goals of the ICPD were realized. He acknowledged the great contributions that Dr. Sadik had made to the work of the Executive Board and observed that in her presentations to the Executive Board and in responding to questions and comments made by Board members, Dr. Sadik had always been honest, forthcoming and direct. He thanked Dr. Sadik for her contributions to the well-being of people, especially women and children, in his country and in the other countries of his region and he wished her great success in all her future endeavours.

108. The representative of the Czech Republic, speaking on behalf of the Eastern European States, paid tribute to the unique accomplishments of Dr. Sadik and noted that she had shaped UNFPA through the ICPD and the ICPD+5 processes into an efficient and influential United Nations programme. She stated that throughout her career, Dr. Sadik had been a great champion of women's health and rights. She had been a brave activist for reproductive health and rights ever since she first began her medical career as a civilian medical doctor in women's and children's wards in military hospitals in Pakistan. Since then she had been strongly committed to empowering women and removing all existing obstacles to their full and equal partnership in society. The ICPD had been a defining moment in Dr. Sadik's already distinguished career. As Secretary-General of the Conference, she had fully seized the opportunity to present women's issues to the international community. The representative stated that it was generally known that after the demise of communism in Eastern Europe, the situation of many women in the region had deteriorated as a result of rising unemployment, economic turmoil and emerging conflicts. UNFPA, under the wise leadership of Dr. Sadik, immediately recognized the new needs of the countries with economies in transition and responded by launching new programmes of assistance in a timely manner. The representative stated that despite having been in high posts for such a long time, Dr. Sadik had remained a Woman (with a capital W), steadily bringing women's perspectives to discussions with a clear vision and unrelenting courage. She had devoted her life to giving voice to women all over the world. She had encouraged women to stand for their rights and inspired men to promote the status of women. On behalf of the countries from her group, the representative thanked Dr. Sadik for her extraordinary dedication, hard work and wise leadership and wished her all the best in the years to come.

109. The Vice-President of the Executive Board, the Permanent Representative of Guatemala, speaking on behalf of the Latin American and Caribbean States, recalled with nostalgia his long association with Dr. Sadik, beginning from the time before she had assumed the office of the Executive Director of UNFPA. He stated that Dr. Sadik's legacy was an impressive one. Despite the difficulties she had had to face, ranging from financial restrictions to the consequences she had had to suffer from dealing with a matter as delicate as population policy, there was no doubt that UNFPA "had made a difference". Indeed, it was noticeable in the day-to-day activities with regard to reproductive health in many countries, and it was noticeable in the broad strokes of the Programme of Action of the ICPD and of ICPD+5. There was no doubt that the ICPD had had an enormous impact in linking population and development, and it had strongly influenced the priority agenda of the United

Nations. Under Dr. Sadik's leadership, UNFPA had been able to combine, in a creative manner, its operational activities with its advocacy of certain objectives in the field of population and development. All that was done without overlooking that those activities fell within a wider context, namely, that of the role the United Nations was called upon to play in the world.

110. He concluded by thanking Dr. Sadik for all that she had done for the United Nations in general and for UNFPA in particular. He wished her much success in her future activities.

111. The Vice-President of the Executive Board and representative of Japan, speaking on behalf of the Western European and other States, expressed deep appreciation to Dr. Sadik for her outstanding work and strong commitment to population and development issues for the last three decades during which she had worked at the UNFPA, including the 13 years she had served as its Executive Director. Noting that the population issue was one of the biggest issues confronting humankind, he pointed out that it was Dr. Sadik who had made sure that population matters, and reproductive health in particular, came to the forefront of the international community's consciousness because they affected the quality of life of women, men and children in a fundamental manner. It was Dr. Sadik who had made sure that the issue of population was accorded the highest priority in international cooperation for development and humanitarian assistance. A skilled doctor and a person who had given deep thought to the future of the human race, Dr. Sadik had become an advocate for the weak and those in need. Throughout the ICPD process, its follow-up, and the five-year review at the Special Session in 1999, she had played a vital role in the adoption and implementation of the ICPD Programme of Action. Underscoring her achievements with respect to family planning and reproductive health, including reproductive health for adolescents, he noted that achievements in those areas were only possible because of Dr. Sadik's persistent efforts, including her efforts to involve UNFPA in strategic partnerships. He noted that she had always been straightforward and outspoken in addressing the issues facing UNFPA. That had helped the international community to deal directly with the reality that women and children all over the world faced. Through her own humanity, she had worked to open the hearts of the delegations to the United Nations. On behalf of all the peoples of the countries of his group, he wished Dr. Sadik great success in her future endeavours.

112. The Administrator of UNDP stated that Dr. Sadik's departure would be a very sad moment not just for the Executive Board and UNFPA but for the entire United Nations system. Dr. Sadik had been much more than just a great friend and supporter of the United Nations - she had been a real force for change. As the first woman to head a major United Nations agency, she had been a trailblazer, both in her own right and as a tireless, energetic, articulate campaigner for the rights of women everywhere. A superb international civil servant and a magnificent stateswoman, Dr. Sadik had won a well-deserved reputation for toughness but also for fairness; for being bold and outspoken - but always on the right issues and in a manner and context that served the broader ideals and values cherished by all.

Recalling Dr. Sadik's memorable speech to the General Assembly at the five-year review of the Fourth World Conference on Women, he noted that her words and her passion had played a very big part in moving the delegations towards accepting a document that articulated the needs and aspirations of all women in the North and in the South, young and old, rich and poor. Observing that the gesture was not an isolated one, he pointed out that Dr. Sadik was best known and applauded for her many international successes, most notably the ICPD, where she had managed, against the odds, to forge consensus on the critical importance of population issues to address wider global problems. In the face of strong resistance from some who sought to subordinate women's rights by hiding behind the cloak of religion and culture she had managed to drive through possibly the most radical and female-friendly language a United Nations Conference had seen.

113. He underscored Dr. Sadik's equally dedicated contribution to the broader internal workings of the United Nations during what had been a very difficult time financially and managerially. Her wisdom and experience had time and again helped to find solutions and a way forward down the path of reform, building a more responsive and articulate United Nations system. He stated that Dr. Sadik had been a tireless advocate of the message that smaller families and slower population growth helped to combat poverty, ill health and illiteracy. She had illustrated in person, in principle and in practice how and why women's empowerment and gender equality were essential, both for their own sake and for their impact on development. He noted that time and again Dr. Sadik had shown the courage of her convictions and a deep commitment to the advancement of women and humankind - sentiments born of her personal experience as a professional woman with close contact with the grass roots. He concluded by noting that it would be difficult for him and for many colleagues in the United Nations system and among Governments to imagine a UNFPA without Dr. Sadik - but he believed that her vision and example would live on in UNFPA and in the United Nations, making both stronger. He was also pleased to note that Dr. Sadik had agreed to serve as an Eminent Person for the International Year of the Volunteer throughout 2001.

114. A number of delegations took the floor to thank Dr. Sadik for her many contributions to the field of population and development and to wish her great success in the future.

115. Dr. Sadik then delivered the following farewell statement to the Executive Board:

"It is more than 13 years since I came before you for the first time as Executive Director of UNFPA. I remember that I was very nervous, although as Assistant Executive Director I already knew many members of the Governing Council (as it was then). But the Council was very understanding and supportive, and I got through my speech without too many problems. I must say that I have always been slightly nervous every time I have spoken to you - not because I expected criticism, but because I have always had a sense of occasion when I came to talk to you. Our meetings have never been *pro forma* affairs: each one of you has taken a personal interest in the work of UNFPA, and I know that you have paid the closest attention to my reports.

And now, though we know each other very well, as I come before you for the last time, I find I am a little nervous again. This time we know each other even better, and I know you are very much on my side. But this is my last speech to you, and at the end of it I have to say goodbye. It is a good time for me to be leaving - you appreciate and support my work, you feel that I am on the whole successful, and some of you may even think that my departure is premature. That is all to the good. When people start saying it is time to leave, it is already too late.

At the same time, it is hard to say goodbye. I have been with UNFPA for 30 years, almost since the beginning. It has been - I don't think it is too much to say - my life.

But I think I pass on to my successor an organization which is and has been successful in what we do. A great measure of credit for this success is due to the backing you have given us as our Executive Board. I owe you collectively and each of you personally a great debt of gratitude for your continuing support to UNFPA, to my colleagues, and to me. Your interest and attention have made my task as Executive Director perhaps not always easy, but always rewarding. Whether I have been reporting on UNFPA programmes or asking you - yet again - to increase the level of resources for our work, I have always been able to rely on you for a sympathetic hearing. Your understanding of the many obstacles we face, your appreciation of each achievement and your determination to help us succeed have made UNFPA stronger and given us new enthusiasm for the next stage. I, my staff and the Executive Board have been the best of partners in a great enterprise, and whatever success UNFPA has had, or I have had as Executive Director, is owed to this productive partnership. I know that you will offer the same support to my successor.

Let me take this opportunity to offer my thanks and congratulations to all my colleagues in UNFPA. When I joined the Fund, there were only 15 of us altogether. We have grown to over a thousand, but UNFPA remains one of the smallest and closest groups in the United Nations system. Our success owes everything to our sense of belonging to a family. We all have our different characters and approaches, but we are united by a deep commitment to the work we do.

In April 1987, when Secretary-General Javier Pérez de Cuellar appointed me, we were still in a state of shock following the tragically early death of Rafael Salas.

I would like to pause here for a moment to remember the first Executive Director of UNFPA, the man who established UNFPA on the world stage. His determined diplomacy made certain that population would take its proper place among development issues; and his leadership ensured that he would bequeath a flourishing organization to his successor.

By the time I took over, UNFPA was secure in the United Nations family, with the 1984 International Conference on Population behind us, and increasing intensity in all areas of population and development work.

Of all the many aspects of our programmes, I have consistently emphasized empowerment and equality for women. I think I nailed my colours to the mast early in my tenure: one of my first presentations to the Governing Council as Executive Director was an implementation strategy to strengthen the capacity of the Fund in dealing with issues concerning women. The Council helped me then by noting the report "with appreciation", and you have consistently helped me since with your support and understanding on this central issue. Two other events in 1987 stand out in my mind. One of my first tasks as Executive Director was to join the Secretary-General in welcoming Baby Five Billion on 11 July 1987. Another was to join as one of six co-sponsors in launching the Safe Motherhood Initiative, which for the first time clearly stated the connection between maternal health with women's reproductive rights.

Both of these events were defining moments for me. We launched the Day of Five Billion with the explicit idea that it was time to make clear that population is a matter of people, not statistics. The picture that went round the world was of Baby Five Billion with his mother. In that picture everyone saw what UNFPA sees every day, the future of the world in one woman, and her child.

Another Secretary-General welcomed another baby last year, when we passed six billion, and again the emphasis was on humanity, not numbers. World population has grown by over a billion people in the course of my tenure as Executive Director, and I do not feel any shame in saying so. On the contrary, I can say that more than half the world's women can now control their fertility; that family size in developing countries has fallen dramatically; and most important of all, that compared with any previous period in history, the female half of the world's population is at last beginning to receive the attention that is its due.

In 1989 the *State of World Population* report set out some recommendations for the year 2000 in regard to what we called "investing in women". We wanted among other things to ensure that 500 million women had access to family planning. Today the figure is 494 million among married women alone, so we have more than reached the target. In the process we have not only redefined the goal in terms of reproductive health, but also redefined the whole field in which we work.

I think that is our greatest achievement in these 13 years. Working together, using the procedures and mechanisms of the United Nations, the countries of the world, your countries, have defined a new vision not only of reproductive health, not only of gender empowerment and equality, but of the whole field of population and development. During the ICPD process we built a great coalition - of national Governments, NGOs and of the international bodies. As Secretary-General of the Conference, two moments stand out in my memory: the first when I visited the NGO Forum (against my security advisers' wishes) and was greeted by an audience of thousands of women, packed to the rafters and cheering as if they wanted to bring the roof down. The second was when, at the end of my closing speech to the Conference, all the delegations stood and applauded. They applauded me, but the applause was really for what we had achieved together; that spirit of common purpose is the legacy I would hope to pass on to the next Executive Director.

The ICPD Programme of Action and last year's review showed how our common purpose might be realized, if we have the vigour and determination to do it.

We shall certainly need all the vigour and determination we can muster. For example, I feel we have made little progress in reducing maternal mortality and morbidity. Despite all our efforts as part of the Safe Motherhood Initiative, despite a whole decade spent drawing attention to the tragic waste of human life, maternal mortality and morbidity remain essentially where they were in 1987. We also have a new threat, in the form of HIV/AIDS; defeating it will call for all our efforts in the coming years.

As you might imagine, I have many ideas for the future, some of which I hope to pass on to my successor. I believe, for example, that confronting AIDS and ensuring universal reproductive health and rights, including, most importantly, adolescent reproductive health, demands that we adopt some new approaches, notably to the attitudes and behaviour of boys and men. We must find ways to reassure men, and bring them into productive partnerships in which they do not feel threatened by women's increasing empowerment. Equality for women will empower men, but we have to find ways of convincing men that this is really true.

This is a big challenge. But we have met and overcome great challenges in the 30 years of UNFPA and the 13 years of my term as Executive Director. Thanks to your commitment and support, the field is better understood, better integrated in development thinking, better resourced and better equipped to succeed than when I became Executive Director. In terms of a human lifetime, 13 years is a brief span. You have enabled UNFPA to move a long way in a short time.

I have a few regrets - in particular that my language lessons never went far enough to allow me to give this speech in French. I suppose six weeks over four years just isn't enough. If I could have my time over again, I would use some of it to learn not only French but some other languages as well. I manage to communicate quite well in English, but think what we could do if I spoke a few more languages!

Whether you say it in English or French, you have made my tenure a most happy, productive and rewarding one; you have helped me go some way to realizing my personal dreams, on behalf not only of the women of the world, but of the families and societies to which they belong. For that, I offer each one of you personally, and the countries which you represent, my deepest and most heartfelt thanks. Goodbye and my best wishes to you for the future"

116. The Executive Board adopted the following decision:

2000/18

Expression of appreciation to Dr. Nafis Sadik, Executive Director of the United Nations Population Fund, 1987-2000

The Executive Board

Noting with sadness that Dr. Nafis Sadik will retire from her position as Executive Director of the United Nations Population Fund, effective 31 December 2000,

Commending the visionary and courageous leadership of Dr. Sadik as Executive Director of the United Nations Population Fund and acknowledging her central role in bringing population and development issues to the forefront of the international agenda, recognizing in particular her championing of reproductive health and rights, gender equity and equality, the empowerment of women and the needs of adolescents,

Recognizing the vital role of Dr. Sadik as Secretary-General of the International Conference on Population and Development in Cairo, Egypt, in 1994, and in particular her determination and dynamism in facilitating the forging of a consensus among 179 States on the Programme of Action of the International Conference on Population and Development, and recognizing also her key role in the ICPD+5 review and appraisal process and her commitment to the coordinated follow-up to the recent United Nations global conferences,

Acknowledging her deep dedication to assisting countries around the world in implementing the Programme of Action of the International Conference on Population and Development, with particular attention to national priorities and particularities,

Also acknowledging her unrelenting commitment to advocating on behalf of and giving voice to the many voiceless women around the world, *inter alia,* through promoting and enhancing their reproductive health and well-being,

Recognizing her leadership role in forging strategic partnerships with the private sector and civil society, including non-governmental organizations, private foundations and other stakeholders and actors in the field of population and development,

Also recognizing her tireless efforts and strong commitment to the United Nations reform process and her dynamic and active participation in the Executive Committee of the United Nations Development Group,

1. *Expresses its deep appreciation and gratitude* to Dr. Nafis Sadik for her effective management and distinguished leadership of the United Nations Population Fund from 1987 to 2000, for her accomplishments and for her deep commitment to population and development;

2. *Extends its best wishes* to Dr. Nafis Sadik for a long and happy life and for continued success in all her future undertakings.

26 September 2000

117. The Executive Director thanked the Executive Board for its decision and tributes.

UNDP segment

VI. United Nations Office for Project Services

118. The Executive Director of the United Nations Office for Project Services (UNOPS), in his introductory remarks, emphasized the need for conservative business acquisition targets for 2000 and 2001, owing to uncertainties associated with the evolving UNOPS client base and demands for new types of services, and noted that the Advisory Committee on Administrative and Budgetary Questions (ACABQ) had recommended Executive Board approval of the revised budget estimates (DP/2000/37 and Corr.1 and DP/2000/37/Add.1 and Corr.1). In addition, Board approval was being sought for a budget flexibility level of 5 per cent of the approved budgets for 2000 and for 2001 (a request also endorsed by the ACABQ) to respond to unanticipated changes in business acquisition. A supplementary budget would be submitted to ACABQ and the Executive Board in the event of a large unanticipated demand. The Executive Director informed the Board that, starting in 2001, no budgetary distinction would be made between recurrent and non-recurrent expenditures and stated his intent to restore the operational reserve to the $14.3 million level by the end of 2000 and to reach the prescribed level of 4 per cent of combined expenditures of the preceding year by the end of 2003, achieving those goals mainly through cost savings rather than increased management fees. He advised the Board of the provision by the Administrator of the delegation of authority in personnel matters earlier in September 2000 in accordance with Board decision 99/17 of 15 September 1999 and asked for Board approval *ex post facto* of 37 additional posts at the P-5 level and below, noting that ACABQ had recommended approval of that request as well as that for the upgrading of two existing P-5 posts to the D-1 level. Furthermore, in response to Executive Board decision 2000/16, he had submitted to the Board a report on the establishment of posts in UNOPS (DP/2000/30), which had been reviewed by ACABQ, with the latter recommending full delegation of authority to the Executive Director for all posts up to the D-2 level, with prior concurrence of ACABQ for posts at the D-1 and D-2 levels.

119. Numerous delegations expressed their appreciation for the reports and the introduction by the Executive Director. Some speakers stressed the need for the timely publication of documents to give Member States adequate opportunity for proper study and consultation with the capitals. The continued success of UNOPS in operating in accordance with the self-financing principle and the viability of its financial management model were commended, with delegations also commenting favourably on UNOPS efforts to increase its portfolio and have significant income from new projects funded by a diversified client base, to augment programme countries' share in the international procurement of equipment, and to develop the capacity of programme countries in manpower. With respect to the report on revised budget estimates for the biennium 2000-2001, some delegations expressed concern about the drop in resources while others called attention to the decrease in the operational reserve; several delegations concurred with ACABQ that replenishment of the reserve should begin before the date of 2002 proposed by the Executive Director. Queries were raised as to the future growth of UNOPS, the possibility of overspending, the causes for the 33 per cent decrease in new project acquisitions from UNDP regular resources and UNDP trust funds from 1998 to 1999, the effect

of the competitive business environment on the UNOPS fee-setting mechanism, the increase in expenditure for rental and maintenance of premises, and UNOPS strategic directions and business plans. Nine delegations supported the request for authority to incur expenditure up to 5 per cent over and above the approved budget estimates for the biennium, with some countries reiterating the continuing need to operate in accordance with the self-financing principle. Uncertainties in costs and income levels reflected in the revised budget estimates were seen as reasons for close monitoring of new types of demands and the fee structure to enable more accurate predictions of delivery and related income.

120. Other concerns related to a decrease in the percentage of women as international experts and consultants from both developed and programme countries and a decrease in national professionals at time when the UNOPS business portfolio was increasing and being diversified and additional posts were being requested. One delegation noted a decline in project delivery in only one region - Asia and the Pacific - from 1998 to 1999 while the total number of projects increased in the same period.

121. Several representatives expressed their satisfaction that the authority in personnel matters had been delegated by the Administrator to the Executive Director. Many delegations registered their approval of the reclassification of two existing P-5 posts to the D-1 level, based on the additional justifications provided by UNOPS. One representative asked for an explanation of the request for 37 new posts at a time when 85 posts were vacant. Concerning the issue of the delegation of authority for the establishment of posts at the D-1 level and above, several delegations expressed their confusion as a result of inconsistencies between the recommendation by UNOPS, which reflected the MCC position, and the ACABQ recommendation contained in document DP/2000/38. One delegation inquired about the frequency with which UNOPS needed to establish D-2 posts; reminded the Executive Board that in its decision 2000/16 it had requested UNOPS to provide justification for the establishment of posts at only the D-1 level on an *ex post facto* basis, and added that perhaps the distinction could be made between the establishment of project administration-related D-1 posts, which would not require Board approval, and more structural D-1 posts relating to UNOPS core functions, for which prior authorization of the Board would be needed. Many delegations indicated the need to clarify the role and responsibilities of the MCC vis-à-vis the Executive Board, noting that there were occasions when the MCC was perceived as infringing on the purview of the Board. The MCC giving consideration to UNOPS fund-raising on behalf of UNDP was cited as an example of such a situation. The need to streamline the activities of the MCC was noted, and concern was expressed about the appropriateness of the present arrangements between the MCC and the Executive Board.

122. The Executive Director thanked the delegations for their contributions to the discussion and, referring to the varied proposals on procedures for establishing UNOPS posts, called the attention of the Executive Board to the distribution of a document containing extracts of all relevant legislation on MCC functions. He also

informed the Board that the Secretary-General had asked the Under-Secretary-General of the Office of Internal Oversight Services to look at the MCC from the perspective of the original purpose of its establishment. The Board would be kept informed of progress in that area.

123. Responding to various queries, the Executive Director indicated that owing to the self-financing principle, UNOPS could not spend more than it earned (a situation under continual review by both internal and external auditors), the only exception being non-recurrent expenditure temporarily charged in part to the operational reserve; that the replenishment of the operational reserve would begin earlier than foreseen should the income for 2000 be significantly higher than present estimates (UNOPS would report to the Executive Board once the books for 2000 had been closed); that the selection of UNOPS to execute projects was made because of anticipated gains in efficiency but that UNOPS, as a demand-driven implementing organization, had no influence over the nature or geographical location of services to be provided on demand; that decisions to move to decentralized offices were governed by a cost-benefit analysis; that the distinction between project-related posts covered by the administrative budget and all other posts was maintained in the budget and staffing table; and that, to date, senior project managers needing to be covered from UNOPS income had all been at the D-1 level. The Executive Director also stated that while UNOPS business might increase, growth would be in non-traditional areas, e.g., administration of non-military missions. The Board would be kept abreast, at least on an annual basis, of trends in business acquisition, especially from non-traditional funding sources. In addition, the Board had access to UNOPS business plans, which were synchronized with the budgets and made available simultaneously. The Executive Director was of the opinion that UNOPS and UNDP, working together, should be able to identify the underlying causes of the decrease in UNOPS funding from UNDP referred to earlier.

124. The Assistant Director, Finance, Budget and Administration, called the attention of the Executive Board to the fact that comparisons of expenses for rental and maintenance of premises should take into account the fact that utilities were included in those costs. Also, the difference between the approved and revised estimates for headquarters relocation reflected the need for alterations to the new premises sooner than anticipated, as well as investments in the expansion of UNOPS offices in Kuala Lumpur and Abidjan.

125. The Assistant Director and Chief, Division for Human Resources Management, explained that the number of international experts and consultants and the number of national professionals varied depending on the nature of the projects UNOPS was asked to implement; that while UNOPS was not subject to geographical distribution, it was cognizant of the need to maintain a healthy balance, including a balance between the recruitment and hiring of nationals of both developing and developed countries (in 1999, UNOPS was able to increase significantly the number of experts and consultants hired from programme countries, as requested by the Executive Board); that UNOPS was also making an effort to increase the number of female experts and consultants; and that although there was a relatively high

vacancy rate, the Executive Director needed to maintain the flexibility offered by having a balance between the types of contracts used to hire personnel, including assignments of limited duration (ALDs) and short-term consultancies, since very often the Executive Director used those posts to meet temporary or short-term needs through a variety of contract modalities.

126. The Executive Board adopted the following decisions:

2000/20
UNOPS revised budget estimates for the biennium 2000-2001

The Executive Board

1. *Takes note* of the report of the Executive Director on revised budget estimates for the biennium 2000-2001 (DP/2000/37 and Corr.1 and DP/2000/37/Add.1 and Corr.1);

2. *Approves* the revised budget estimates for the biennium 2000-2001 in the amount of $106.3 million;

3. *Decides*, pursuant to UNOPS Financial Regulation 7.5, that the Executive Director shall have authority to incur expenditure, both personnel and administrative-related, in an amount not to exceed 5 per cent of the approved budget estimates for the biennium in order to respond to unanticipated changes in business acquisition that are supported by unspent and/or projected income;

4. *Approves* the staffing level as proposed for the biennium 2000-2001;

5. *Approves* the reclassification of two posts at the P-5 level to the D-1 level;

6. *Endorses* the view of the Advisory Committee on Administrative and Budgetary Questions that the replenishment of the operational reserve should start earlier than 2002 if the income and expenditure of UNOPS so permit;

7. *Requests* the Executive Director to work toward the replenishment of the operational reserve as a matter of urgency and to report to the annual session 2001 as part of the consolidated UNOPS report on the measures needed to restore the operational reserve to its prescribed level.

28 September 2000

2000/21

Responsibility of the United Nations Office for Project Services in personnel matters

The Executive Board

1. *Takes note* of the report of the Executive Director (DP/2000/30) and of the fact that delegation of authority in personnel matters has been provided to the Executive Director by the Administrator;

2. *Requests* the Executive Director to report at the annual session 2001, as part of the consolidated UNOPS report, on measures taken to ensure the proper discharge of the delegated authority and on the impact, if any, of the continuing need for advance approval of the Executive Board for the establishment of posts at the D-1 level and above.

29 September 2000

127. An account of the discussion on the progress report on follow-up to the evaluation of the UNDP/UNOPS relationship is contained in chapter VIII, paragraphs 171-177, along with the text of the decision adopted by the Executive Board on this matter (2000/22).

VII. Financial, budgetary and administrative matters

128. The Administrator highlighted the new opportunities for UNDP following the Millennium Assembly and the UNDP Ministerial Meeting. After a long, difficult period, UNDP was on the brink of a much brighter future underpinned by renewed political support, a clear focus supported by ministers from South and North alike, and the commitment and legitimacy to take real global leadership in the fight against poverty. However, two serious obstacles remained: performance and resources.

129. The new climate of political support was the critical foundation for the work of UNDP that had been lacking for some time. The Millennium Summit had demonstrated that the United Nations was seen by both North and South as having the reach and credibility to tackle the problems associated with globalization in a way that brought people together rather than dividing them. UNDP had a special role, as the Secretary-General had stated at the Ministerial Meeting, in developing strategies to meet development targets, particularly the overarching goal of halving world poverty by 2015.

130. Given the new climate of political support, it was therefore essential that UNDP build on and accelerate its change process, making the organization more responsive to and driven by real needs at the country level. In that regard, the quality of the overall performance of UNDP must be strengthened. The results-oriented annual report (ROAR) had already provided the essential foundation for that task at the country level. The performance culture now needed to be extended to the internal workings of UNDP. Some key actions in recent months had included: an 8 per cent headquarters staff reduction (out of a targeted 26 per cent by the end of 2001); the carrying-out of key recommendations of the Options Group, convened to strengthen and focus country offices; the establishment of a dedicated web site for the Administrator to interact directly and regularly with resident representatives; extra support for country offices with performance problems; and recruitment of policy expertise in key areas of specialization.

131. The following actions had been taken to strengthen performance: a new performance measurement system; a new 360 degree feedback system; competency assessments for resident representatives; a partnership survey; new staff support and training; the new management-track Leadership in Development Programme; and a $20 million shift of programme staff and resources from headquarters to the field.

132. The Administrator informed the Executive Board that the overall resource situation in UNDP remained precarious despite the increase in contributions from many donors and programme countries in local currency terms. The strong US dollar meant that total income for regular (core) resources in 2000 was now likely to amount to only $666 million, down from the $681 million of the previous year. Cash-flow problems caused by low and late payments had necessitated a deep draw-down of the operational reserve of close to $100 million although UNDP was now in the process of replenishing it.

133. UNDP would take steps to be financially prudent, by reducing total expenditure by 8 per cent in 1999; remaining committed to a zero nominal growth budget for 2002-2003; unlocking $5 million in regular resources and shifting $20 million in regular and other (non-core) programme resources from headquarters to the field through the restructuring process. A target of a 15 per cent across-the-board cut in country offices was set for 2001, most of it necessitated by the need to cap any increase in administrative costs so that 100 cents of every dollar of regular resources would go to programme rather than overhead. Part of the cut would generate extra savings for new investments such as improving connectivity for country offices. Against that background, the Administrator noted that he had decided not to submit a revised budget for the biennium 2000-2001.

134. There were serious consequences resulting from the failure to reach the $1.1 billion regular resources target. They included: (a) diminishing programme resources for the poorest countries, particularly in Africa, where resources remained down 60 per cent in real terms since 1992; (b) slowing down the implementation of reform measures; and (c) preventing UNDP from putting additional resources into priority programmes.

135. In order to find solutions to the funding problems, UNDP planned to rebuild regular resources, an effort that had been boosted by the promises from six donors at the Ministerial Meeting to increase funding in 2001. Suggestions made by ministers would be explored, including putting UNDP more formally on the agenda of regional and global forums, as well as possibly making the Ministerial Meeting a more regular event. Temporary donor resources were needed to help to drive through and accelerate the key reform initiatives previously outlined. The implementation plan for reform required extra funding. The Administrator emphasized that there was a large scope for expanded use of non-core funds but that such funds were always a supplement to rather than a substitute for regular income.

136. In closing, the Administrator underlined that UNDP would concentrate on performance, delivering the best services in support of poverty reduction all over the world. In determining the arrangements for regular follow-up to the ministerial meeting, the Executive Board needed to consider how best to engage capitals at the political level in a four-part funding and partnership agenda. That agenda would include the development of a predictable growth of regular resources based on donor countries' own discussions of burden-sharing; temporary financial support to expedite reform measures; alignment of donor, non-core resource strategies behind thematic focus areas while also increasing funds for the poorest countries; and encouraging partnerships at both management and Board levels.

137. The following documents were submitted under the item: annual review of the financial situation, 1999 (DP/2000/29 and Add.1); updated resource allocation framework and revised multi-year funding framework (MYFF) (DP/2000/31); report of the Inter-Agency Procurement Services Office (DP/2000/33); and information on

United Nations system technical cooperation expenditure, 1999 (DP/2000/39 and Add.1).

Follow-up to the Ministerial Meeting

138. The majority of speakers cited the successful outcome of the Ministerial Meeting. The meeting had clearly achieved its purpose in demonstrating the strong political backing for and commitment to UNDP and the interchange between donor and programme countries had been very valuable. The support should, many speakers hoped, lead to an increase in regular resources to UNDP, provided that the organization maintained a high standard of performance. Speakers particularly welcomed the Administrator's emphasis on performance and resources. The vital role of UNDP in development within the United Nations, as a contribution to peace and security, was underlined. While UNDP could not cover all development activities, it could serve as a catalyst in pro-poor advocacy and creating partnerships, as long as it had the necessary mandates and resources. Some speakers noted the support expressed for UNDP at the Millennium Summit.

139. The need for UNDP to continue to focus its work in areas of its comparative advantage was highlighted by some speakers. One delegation stressed that UNDP should focus on national development plans and, given resource constraints, use pilot programmes. Some speakers emphasized that UNDP should concentrate on its main mandate and avoid areas such as conflict prevention and peacemaking.

140. A suggestion was made that ministerial meetings be held every four years, in conjunction with the start of new multi-year funding frameworks, or in the context of United Nations Development Group meetings. Another speaker proposed that the Bureau of the Executive Board meet annually at the ministerial level until the funding crisis was resolved. Three delegations announced financial support towards the implementation of UNDP reform. Other delegations reiterated the financial support that they had announced at the Ministerial Meeting. Several delegations expressed their strong support for enabling UNDP to be placed on the agenda of regional group meetings in order to maintain the momentum created by the Ministerial Meeting. Some delegations preferred to give their views on the follow-up at the informal consultations to be held during the present session.

Annual review of the financial situation, 1999 (DP/2000/29 and Add.1)

141. Serious concern was expressed at the low level of regular resources in 1999, with delegations maintaining that regular resources were the bedrock of UNDP funding. Delegations underlined that contributions to regular resources should be predictable and timely. Many speakers remarked on the concurrent increase in non-core funding, noting that regular resources had accounted for only 28 per cent of UNDP income in 1999. Delegations called for alignment of regular and non-core resources. One delegation underlined that non-core resources should be used for programmes and projects agreed to by the Executive Board for the use of regular

resources and subjected to the same rules and regulations. Some delegations underlined the importance of burden-sharing among donor countries. One delegation expressed support for having a coherent resource mobilization strategy for the private sector. Speakers emphasized the need for UNDP to remain multilateral, neutral and flexible, citing the trust that programme countries had in the organization. One delegation noted that it had switched to pledging in United States dollars three years prior in order to avoid the problems associated with currency fluctuations. Another delegation suggested that donors make supplementary contributions at times when currency fluctuations negatively affected the level of regular resources.

142. One delegation suggested that a longer time frame, such as 10 years, be utilized to show regular and non-core contributions to UNDP. Clarification on trends in programme expenditures among regions was also sought. UNDP was requested to ensure that trust fund activities fell within its mandate.

143. Many delegations expressed concern about liquidity problems that had led to use of the operational reserve. One delegation requested further information on the reduction of core programme expenditure, asking whether it would be possible to reduce administrative costs instead. Another speaker warned that programme resources for the least developed countries could fall to as low as 20 per cent of total UNDP allocations (taking into consideration regular and non-core resources) owing to the drop in regular contributions, an alarming fact given the mission of UNDP to help the poorest countries.

144. One delegation raised queries regarding the shifting of investment held for cost-sharing from regular resources to other resources and the reference to financial coverage for insurance costs for which no provisions had been made in the budget.

145. Some speakers queried whether the annual review of the financial situation could be integrated in the results-oriented annual report or presented at the same session in future years.

Updated resource allocation framework and revised multi-year funding framework (MYFF) (DP/2000/31)

146. One delegation, in regard to paragraph 4 of document DP/2000/31, which stated that the current resource trend would jeopardize the ability of UNDP to meet fully the results envisaged under the MYFF, noted that results did not necessarily have to come within the framework of the MYFF. The speaker emphasized that there should not be a focus on intercountry programmes that were nationally driven, nor should there be an emphasis on performance measurements of the country or the resident representative. With reference to paragraphs 20 and 21, the speaker noted that there should not be a linkage

between situational indicators and the ROAR as it was essential to respect the principles of the MYFF elaborated in paragraph 12 of decision 98/23.

147. Another delegation stated that the methodology of the strategic results framework and the ROAR needed to be further developed and the links with the common country assessment and United Nations Development Assistance Framework clearly defined. The speaker underlined that results-based management depended on measurable targets and clear indicators. A more simplified template for the strategic results framework needed to be created. His delegation would provide financial support to development of the ROAR methodology.

148. One speaker cited the need for training in results-based management throughout UNDP. The proposal to postpone submission of a revised integrated resources framework until the second regular session 2001 was endorsed.

Responses

149. The Assistant Administrator and Director of the Bureau for Management informed the Executive Board that the annual statistical report (procurement of goods and services) (DP/2000/32) would be available soon. He thanked the Board for its advice and continued support to the MYFF. He noted, in response to a query raised, that UNDP had taken the experience of other organizations with results-based management into account and that management had decided to make the ROAR a planning and reporting tool, as opposed to an accountability tool. With reference to the ROAR methodology, he stated that the first round had presented many challenges, and that greater guidance could now be provided to the country office for future ROARs. He noted that the situational indicators used were publicly available country-level indicators. The indicators used were linked to the common country assessment and *Human Development Report* (HDR), although UNDP had selected a less comprehensive set of indicators than those used in the HDR. It was expected that cross-cutting themes would be incorporated in future ROARs, an element that had been underreported in the first ROAR. For example, UNDP would try to capture the gender dimension both in the gender strategic results framework and in others, such as those for governance and poverty eradication. Better coverage and linkage between the results at the individual country level and those from the regional and global levels were sought in future ROARs. He noted that the MYFF and the ROAR had two sides – one was the strategic results framework, and the other, the integrated resources framework. In September 2001, UNDP would provide a revised integrated resources framework in the context of the budget for the 2002-2003 biennium. Provision of an annual report on the financial situation was a regulation of UNDP and an audit requirement. As UNDP moved to results-based management and activities-based costing, it might be able to modify expenditure reporting in different categories and streamline it within the MYFF/ROAR context. However, the timing of issuance of statements would require further discussion.

150. With regard to the operational reserve, the Assistant Administrator referred to the new method of calculation of the reserve approved by the Executive Board at its first regular session 1999. He noted that UNDP had originally proposed a

formula that would have created a larger reserve. While UNDP currently had a cash reserve for two to three months of operating costs, ideally the organization would have a reserve for five to six months of operating costs. Early payments would allow for a more optimal cash flow, one of the goals of the MYFF. Given the very difficult financial situation faced by UNDP, he encouraged donors to make early payments for 2000 and 2001. In addition, an agreed standard for payments, such as payment in early January, payments twice yearly, or quarterly payments, would be optimal. He noted that at the present time, another liquidity shortage was anticipated for January 2001.

151. The Chief Financial Officer, responding to a query raised regarding liability for after-service health insurance, referred to in paragraphs 73 to 75 of DP/2000/29, noted that an actuarial firm had been hired to investigate the issue. UNDP was not in a position to finance the liability cost of $313 million, which covered staff of UNOPS, UNFPA and WFP holding UNDP letters of appointment. Meetings were currently under way to determine the next steps and provide options regarding how to finance the liability. Agreement on a solution would also need to be reached with the Board of External Auditors.

152. The Administrator thanked all delegations for their positive comments on the Ministerial Meeting. The follow-up to the meeting would be discussed at the informal consultation. With regard to the discussion on regular versus non-core resources, he welcomed the direction taken at the meeting in that it represented the same views as those held by UNDP management. There was no substitute for a strong base of regular resources for the effectiveness of UNDP. Regular contributions were required to mobilize non-core resources and to secure development impact. There was definitely a role for non-core resources, provided they were strategically aligned with regular resources and available to the poorest countries. With regard to the role of UNDP in crisis and post-conflict situations, the Administrator noted that some delegations were concerned that resources would be diverted from development activities while others believed it was one of the most dynamic areas for UNDP involvement. The view from within UNDP was that in a tight resource situation, it would be inappropriate to assign a greater proportion of target for resource assignment from the core (TRAC) funding for special development situations. However, non-core resources were often more readily available for work in that area. It could be acknowledged that reliance on non-core resources in post-conflict situations could be slow, and that donor interest in post-conflict situations could be uneven, with some situations attracting more resources.

153. While acknowledging that it would be premature to comment on the Brahimi Report prior to the consideration of that report in the General Assembly, the Administrator stated that it was important to note that the report was an important contribution to the debate on the division of labour in the United Nations system with regard to linkage between peace-building and poverty eradication. He underlined, however, that it would be inappropriate for UNDP to dig deeper into its TRAC resources for post-conflict activities until regular resources grew and stabilized. On resources as a whole, there were three core issues: (a) rebuilding

regular resources; (b) the need for a real strategy on rebuilding regular resources; and (c) discussion of non-core resources as part of the overall discussion on resources. He thanked those delegations that had indicated a willingness to support transition costs.

154. The Executive Board took note of the report on the UNDP annual review of the financial situation, 1999 (DP/2000/29 and Add.1).

155. The Executive Board took note of the oral update on the budget for the biennium 2000-2001.

156. The Executive Board took note of the report on the updated resources allocation framework and revised multi-year funding framework (MYFF) (DP/2000/31) and agreed to consider a revised integrated resources framework in conjunction with the biennial budget for 2002-2003 at the second regular session 2001.

157. The Executive Board took note of the report on activities of the Inter-Agency Procurement Services Office (DP/2000/33) and recommended that the Office continue to explore ways in which the expanded use of collective pricing agreements can be coordinated with other entities in the United Nations system.

158. The Executive Board took note of the report of the United Nations system technical cooperation expenditure, 1999 (DP/2000/39) and the addendum to the report (DP/2000/39/Add.1).

VIII. Evaluation

Annual report on evaluation

159. The Administrator introduced the annual report on evaluation (DP/2000/34). He stated that strengthening of performance would be a key priority for UNDP in the coming year. Measuring results to assure added value was critical to the success of that effort and effective evaluation was a key tool. The annual report elaborated on progress in measuring results, particularly at the country level. Effective evaluation meant that UNDP would set clear goals, measurable targets and define criteria to achieve the goals set at the Millennium Summit. While the results-oriented annual report (ROAR) for 1999 had enabled a more substantive dialogue on results at the country level, it was essential that the same process be taken up at headquarters. Results-based management was an essential tool in guiding the overall UNDP change process and in establishing new priorities. In 1998 and 1999, targets had been met and exceeded in terms of numbers of evaluations carried out. However, it was essential that UNDP demonstrate in a more measurable manner that its assistance was cost-effective and yielding real, measurable change to affect the lives of the poor. At the country level, UNDP was working with its partners to track progress on key development outcomes. Renewed emphasis was being placed on results-oriented evaluation capacity, including that of UNDP, its national counterparts and other United Nations organizations. The Evaluation Office had evolved a more strategic view over the past years, and while much work remained, there was now a solid base from which to operate.

160. The Director of the Evaluation Office elaborated on the issues raised by the Administrator. Three areas could be highlighted: results-based management, development effectiveness and partnerships. He noted that the report showed the distance between performance, delivery and managing for results and becoming a knowledge-driven catalyst and adviser. Results-based management was the key principle in managing for change. The strategic results framework (SRF) of the multi-year funding framework (MYFF) and the Business Plans reflected goals set in line with internationally agreed development targets, with poverty eradication as the overarching goal. Results-based management highlighted the central role of monitoring and evaluation, as it required feedback and demonstration of value for money. For the Evaluation Office, it meant the promotion of measuring, monitoring and evaluation in the organization. An increased investment in information technology to create a knowledge system was a key element of organizational realignment. The publication, "Development Effectiveness: Review of Evaluative Evidence" had been distributed to the Board with the intention that an informal discussion on the findings could take place at a later time. In sum, the key conclusions contained in the report were: (a) UNDP was improving and compared favourably with other development organizations; (b) nationally executed projects tended to do better than non-nationally executed projects; and (c) effective partnerships were needed to improve development effectiveness. As illustrations of the third point, the Director noted that two joint evaluations had recently been undertaken: the first with the World Bank, on aid coordination; and the second, with

the Federal German Ministry for Economic Cooperation and Development, on decentralization and local governance.

161. Many delegations expressed their strong satisfaction with the annual report on evaluation and for the achievements of UNDP in aligning itself with results-based management.

162. Several speakers commended UNDP for its efforts to strengthen the evaluation function as a management tool. There appeared to be a direct link between evaluation results and management decisions, evaluation findings and organizational learning. The enhanced quality and focus of individual evaluations, as well as the increased number of evaluations, were noted by several delegations. Speakers asked that future reports include information on how the recommendations of earlier evaluations had been implemented and how recommendations contained in previous annual reports had been followed upon. Further information on how compliance figures were reached was sought.

163. Several speakers highlighted the progress achieved in reporting on the multi-year funding framework through the ROAR, for which the Evaluation Office had played a key role in the previous year. It was noted that through the introduction of the strategic results framework, UNDP had provided support to programme countries in strengthening their evaluation capacities, an area that should be further highlighted and improved. One delegation noted that future preparation of the ROAR by the Operations Support Group would allow the Evaluation Office to concentrate on its key mandates.

164. Several delegations underlined the need for UNDP to develop a framework for knowledge management. The Evaluation Office was seen to have a clear role in organizational learning and could cooperate with the subregional resource facilities (SURFs) in the dissemination of lessons learned. One delegation stated that evaluations should look not only at success stories but also at failures in order to enhance lessons learned.

165. Some speakers asked for clarification on the linkage between the recommendations contained in the comprehensive review of the work of UNDP in complex emergencies, with particular focus on reintegration programmes, entitled "Sharing New Ground in Post-Conflict Situations" and the proposals of the Report of the Panel on United Nations Peace Operations (known as the Brahimi Report). One delegation expressed its disagreement with the reference in paragraph 27 of document DP/2000/34 to UNDP as "the only agency with a cross-sectoral mandate, enabling it to address the needs of the entire war-affected population, including specific target groups, such as refugees or internally displaced persons". The speaker was of the view that the role of UNDP was to assist countries concerned upon their request and that crisis and post-conflict activities should not be mainstreamed in the organization. In that regard, the principle of a nationally driven

UNDP responsible for the articulated needs of programme countries should be preserved.

166. Many speakers welcomed the creation of enhanced partnerships with the World Bank and with bilateral organizations through joint evaluations. One speaker underscored the need for programme countries to be more active in evaluations as they had an interest in ensuring that UNDP resources were effectively utilized to produce the desired results. The joint evaluation of UNDP with the Government of Germany on decentralization and local governance was welcomed, especially since UNDP had a demonstrated comparative advantage in that area. One delegation noted that it was considering providing financial support for work in that area. Another delegation stated that it would provide financial support to the further development of methodology for results-based management through a trust fund.

167. One delegation underscored the importance of attention by the Evaluation Office to independent evaluations. The quality and usefulness of decentralized evaluations needed to be demonstrated and publicized. The speaker also requested further information on methodologies used in country-level impact assessments. The close cooperation of the Evaluation Office with counterparts in bilateral organizations was appreciated. Another delegation expressed support for the proposed evaluative research programme on governance-poverty linkages and macro-micro linkages, referred to in annex II of document DP/2000/34.

168. The assessment of UNDP development effectiveness contained in chapter III of document DP/2000/34 was welcomed. The findings regarding the success of nationally executed projects were of particular interest to several delegations. One speaker requested further information on the methodology used to determine the figure included in paragraph 68 that 89 per cent of UNDP projects from 1992-1998 were rated as having significantly or satisfactorily achieved their immediate objectives.

169. The Director of the Evaluation Office thanked the speakers for their support and for working closely with UNDP on evaluation and monitoring. He stated that results-based management had provided an opportunity to build in the system a demand for evaluation in country offices through the ROAR, in contrast to the previous view of evaluation as a stand-alone activity. The move to evaluative research programmes on the thematic or strategic level was a direct consequence of looking at particular activities through the scope of evaluation. With respect to independent evaluations, such as that on the role of UNDP in post-conflict situations, it was important for the management of UNDP to look at the recommendations carefully, even if they did not agree with them. He acknowledged that the explanation of compliance in future reports could be simplified to enhance understanding by readers. The important factor was to maintain quality controls in a decentralized system. It was hoped that evaluation compliance would increase in future years. He looked forward to an informal dialogue with the Executive Board on the results of the assessment of UNDP performance and factors affecting its

performance. The publication on development effectiveness was meant to initiate that discussion. He noted that the Evaluation Office was in the process of developing a methodology to compare conclusions and recommendations by the end of 2000.

170. The Executive Board took note of the annual report on evaluation (DP/2000/34).

Progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: Joint review of recommendations

171. The Associate Administrator introduced the progress report on the follow-up to the evaluation of the UNDP/UNOPS relationship: joint review of recommendations (DP/2000/35). The report, prepared jointly by UNDP and UNOPS, was based on a review of the recommendations of the evaluations and had been agreed to by the Management Coordination Committee (MCC). While some recommendations could be acted on immediately, others required more discussion. The evaluation had had a very positive effect on the overall relationship between UNDP and UNOPS. The MCC had met four times in 2000 to date and had sharpened its focus on providing strategic guidance to UNOPS, including through a thorough review of documents to be submitted to the Executive Board. The task force set up in March 2000 had become an established instrument aimed at achieving a stronger relationship between UNDP and UNOPS. The task force had set up two additional working groups to promote progress on agreements relating to central services and fee-setting. With regard to field-level operations, it was expected that later in the year a letter from the Executive Director would be sent to UNDP resident representatives on their role as UNOPS representatives. The Associate Administrator noted that 74 per cent of the total income of UNOPS in 1999 came from the implementation of UNDP projects funded by both regular (core) and other (non-core) resources. While UNOPS was a separate and identifiable entity within the United Nations, it was important to recognize how closely UNDP and UNOPS continued to be linked. The evaluation had served as an impetus for both parties to fine-tune many aspects of the relationship that had been neglected over the years and had resulted in a firm commitment to a strengthened relationship.

172. The Executive Director concurred that a close relationship between UNOPS and UNDP, based on trust and comparative advantage, was in everyone's interest. He reported that UNOPS was making progress on the implementation of those recommendations requiring action only by UNOPS and expressed his satisfaction with the joint working group, which had begun to function efficiently and was able to make binding decisions. Those cases in which no decision could be reached would be referred to the Administrator and to the Executive Director for a decision. He provided updated information on recommendation 2 (d) regarding the letter on the precise role of the UNDP resident representatives in their capacity as UNOPS representatives. He noted that it would be based on the Memorandum of Understanding signed by UNDP and UNOPS in 1997 and would specify the dual

nature of the functions of the UNOPS representatives, namely, representational and project-specific. With regard to recommendation 4, the Executive Director announced that a meeting of the Users Advisory Group would be held by the end of November 2000. The agenda would be designed to allow UNOPS users the opportunity to define the standards of excellence that they would expect of a service provider such as UNOPS. It would also be an opportunity to provide an indication of changing requirements, thereby allowing UNOPS the opportunity to monitor the value-added of its services and plan the development of new competencies, capacities and/or products. The Executive Director also announced the adoption by UNOPS of the first international social accountability standard independently verified on a periodic basis, i.e., the SA 8000 developed by Social Accountability International. He also noted that UNOPS had joined the Instituto Ethos of Brazil, the largest business association established in a programme country that was dedicated to the ethical conduct of business in line with the values in the United Nations charter. Other quality-related standards were to be introduced in the course of 2001.

173. Several delegations thanked the Associate Administrator and the Executive Director for their remarks and the report and noted their appreciation of the positive, constructive tone of the statements. In particular, pleasure was expressed that certain steps and decisions had been taken (e.g., establishment of the task force and working groups, delegation of authority with respect to personnel matters). However, since the evaluation had raised basic issues for both UNDP and UNOPS regarding their role, competencies, and management mechanism, close follow-up was desirable. In that regard, several delegations expressed their concern about the lack of action with respect to the recommendations, especially since the relationship between UNDP and UNOPS was an important subject under review by the Executive Board. Particular urgency was attached to the need to address the recommendations on financial reporting and principles, including fee-setting, and the future role and shape of the MCC.

174. Other delegations noted that considerable progress had taken place since the report had been issued, as reflected in the statements made at the session. Several delegations focused specifically on recommendation 2 (b) on the delineation of responsibilities between the two organizations, including the elimination of overlaps (e.g., in the area of crisis and post-conflict situations). There was also an apparent contradiction between the introductory statement on complementary mandates and financial and administrative synergy and the situation with respect to the allocation of competencies described in the report. Clarification of that issue was important, particularly to Africa, the largest client of both UNDP and UNOPS. Also, the issue of the overlapping roles of the two entities needed clarification within the framework of the discussions to be held on the actions of UNDP in post-conflict situations at the first regular session 2001 of the Executive Board. To ensure better follow-up, one representative suggested informal dialogues between the secretariats of UNDP and UNOPS and the Board, apart from formal Board meetings. Another delegation recommended strengthening the language of the draft decision contained in document DP/2000/35, particularly with respect to recommendation 2 (b).

175. After thanking the delegations for their comments, the Associate Administrator suggested that some of the queries could be handled within the framework of an ongoing dialogue with Executive Board members. He attributed the seeming differences between the report and his comments and those of the Executive Director to the time lag between the production of document DP/2000/35 and progress from ongoing work, noting that the speed with which issues were addressed had improved since the task force had been established. Regarding recommendation 2 (b) on the delineation of responsibilities of UNDP and UNOPS in the area of post-conflict situations, the Associate Administrator stated that UNDP and UNOPS did not foresee any problem in delineating those responsibilities. In that regard, the Emergency Response Division functioned mainly as a policy support unit for the regional bureaux whenever a crisis occurred. It also assumed management of resources under target for resource assignment from the core (TRAC) line 1.1.3, which were providing support in crisis situations but it was not an operational unit implementing projects on its own. He supported the suggestion to establish a regular dialogue with the Board.

176. The Executive Director confirmed that increased activity had taken place with respect to the recommendations during the previous two months and noted that efforts were being made to maintain that dynamic. Concerning overlap in the area of post-conflict rehabilitation, he observed that both UNDP and UNOPS were involved in that area at the request of Member States but he agreed that the types of involvement differed, with the UNOPS approach being very operational and focused on projected-related activities. He cited several UNOPS achievements in that area, including: (a) a specialized unit, established in response to the high level of demand for UNOPS execution of projects in post-conflict rehabilitation, which cooperated with UNDP and other organizations in the implementation of those projects; (b) the publication of the first two of four volumes of the operational guide, based on ten years of work at the project level in post-conflict rehabilitation countries or regions; and (c) a brochure produced by the UNOPS Geneva Office that illustrated the very operational, project-related approach of UNOPS. Regarding the MCC, he indicated that feedback from the United Nations Office of Internal Oversight Services must be included in any consideration of that issue and that the matter would be on the agenda of the next MCC meeting. The Executive Director concurred with the view that there was a close relationship between UNDP and UNOPS based on trust and distinguishing each organization's comparative advantage.

177. The Executive Board adopted the following decision:

2000/22

Progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: Joint review of recommendations

The Executive Board

1. *Recalls* its decision 2000/16;

2. *Takes note* of the report contained in document DP/2000/35;

3. *Urges* the Administrator and the Executive Director to ensure action, without further delay, on the outstanding recommendations of the evaluation as a matter of urgency;

4. *Requests* the Administrator and the Executive Director to submit to the Executive Board at its annual session 2001 a detailed report on progress achieved on all recommendations of the evaluation report.

28 September 2000

IX. Country cooperation frameworks and related matters

Country cooperation frameworks, extensions and country review reports

178. The Associate Administrator introduced the second country cooperation frameworks (CCFs) for Armenia (DP/CCF/ARM/2), Czech Republic (DP/CCF/CZE/2), Hungary (DP/CCF/HUN/2), Maldives (DP/CCF/MDV/2), Poland (DP/CCF/POL/2), Slovakia (DP/CCF/SLO/2), Slovenia (DP/CCF/SVN/2), Uzbekistan (DP/CCF/UZB/2), and Viet Nam (DP/CCF/VIE/2) and the extensions of nine CCFs. The CCFs demonstrated a strong emphasis on improving governance, reflecting the different priorities of the governments and stakeholders in the countries concerned, brought out the role of UNDP in upstream policy and advocacy and on partnership with the government and civil society. The extensions had been undertaken in order to harmonize the programming periods with those of other United Nations specialized agencies, funds and programmes or by changes in government in cases where more time was needed to prepare the second CCF. First country review reports for Algeria (DP/CRR/ALG/1), Guatemala (DP/CRR/GUA/1), Poland (DP/CRR/POL/1) and Uganda (DP/CRR/UGA/1) were selected reviews reflecting a spread across regions and across levels of development. Forty reviews had been completed through July 2000, with an additional nine ongoing or under preparation. A lack of funding constrained the further preparation of reviews. The reviews demonstrated a need to continue sharpening the focus of UNDP in order to maximize impact, promote greater ownership and participation in UNDP-funded activities by stakeholders and partners, and to focus on results.

179. Given that no requests had been submitted for discussion of individual CCFs, the second country cooperation frameworks for Armenia (DP/CCF/ARM/2), Czech Republic (DP/CCF/CZE/2), Hungary (DP/CCF/HUN/2), Maldives (DP/CCF/MDV/2), Poland (DP/CCF/POL/2), Slovakia (DP/CCF/SLO/2), Slovenia (DP/CCF/SVN/2), Uzbekistan (DP/CCF/UZB/2) and Viet Nam (DP/CCF/VIE/2) were approved by the Board.

180. One speaker welcomed the enhanced cost-effectiveness of the office structure in Uzbekistan, as well as the networking through the Regional Service Centre in Bratislava. It would be interesting to hear of experiences drawn from that example in the future. Two speakers expressed appreciation for the CCF and CRR for Poland, stating that it was very important for UNDP to continue to cooperate in the introduction of high quality management processes and capacity-building for integration into the European Union. Other speakers underlined the good quality of the CCF for Viet Nam, stressing the need for UNDP to focus on its comparative advantage to maximize resources for development. One speaker praised the work of UNDP in El Salvador for its increased focus in the post-conflict situation in that country on democratic governance. Another delegation praised the work of UNDP in Belize, Costa Rica, Guatemala and Honduras, in particular with improvements in administrative reform and poverty-reduction programmes. One delegation requested further information on the funding problems facing the review process.

181. The Permanent Representative of El Salvador expressed his Government's gratitude for the role and work of UNDP in his country. While the document reflected the emphasis on the sectors in which UNDP worked, he noted that there was not enough emphasis on the achievements of the country under the current government. For example, great efforts had been undertaken in the area of economic liberalization, including tariff reductions and the elimination of non-tariff barriers. The Government had undertaken the modernization of the state and had adopted key measures such as the privatization of the telecommunications sector, using the savings for social investment programmes. Much work had also been undertaken in the sectors of public health, education and social welfare. The CCF for El Salvador, to begin in 2001, would include broad participation in all sectors. Donors were urged to renew efforts to resolve the current funding crisis.

182. The delegation of Viet Nam thanked the Executive Board for its approval of the CCF for Viet Nam (DP/CCF/VIE/2). The CCF was based on the common country assessment and the United Nations Development Assistance Framework, prepared jointly by United Nations agencies, the World Bank and the Government. Many partners had been involved in the preparation of the CCF, including the public and private sectors and non-governmental organizations. The Government had focused on strengthening coordination and avoiding duplication since the late 1980s. Reform management was a key area of focus. The period 1991-2000 was one of tremendous change in Viet Nam in terms of economic growth, enhanced trade, and poverty eradication. UNDP activities had moved upstream in the early 1990s, prompted by national reform programmes in Viet Nam. While substantial non-core resources had been raised, that did not make up for the reduction in core resources.

183. The representative of Poland recognized the strong and trusted impartial partnership enjoyed with UNDP. The speaker noted that the new CCF had a relatively small amount of core funding, focused on advocacy and would emphasize a strong performance culture. Human resource development, public administration reform and assistance with accession to the European Union were important factors in the new CCF.

184. The representative of Algeria expressed the gratitude of his Government for the country review report. The speaker noted that the review was a good example of the contribution of UNDP to development. He requested that the missions to the United Nations in New York be more involved in the preparation of review reports.

185. The representative of Armenia expressed the gratitude of his Government to the Board for the adoption of the first CCF, noting the strong role played by the Resident Representative of UNDP.

186. The representative of Costa Rica stressed the important advancements in education and health in the country, noting, however, that programmes to benefit

immigrants, required by the country's constitution, were presenting a strain on the health and education sector budgets.

187. The representative of Guatemala noted that UNDP activities were part of the coordinated response to the peace agreement in her country.

188. The Permanent Representative of Uzbekistan thanked the Executive Board for its approval of the CCF for his country and reiterated support for the focus areas of the programmes. Several projects in the governance area were under consideration and would be discussed with the country office.

189. The Executive Board approved the second extension of the first country cooperation framework for Bulgaria (DP/CCF/BUL/1/EXTENSION II), the two-year extension of the first country cooperation framework for El Salvador (DP/CCF/ELS/1/EXTENSION I), and the two-year extension of the first country cooperation framework for Venezuela (DP/CCF/VEN/1/EXTENSION I).

190. The Executive Board took note of the first extension of the first country cooperation framework for Belize (DP/CCF/BEL/1/EXTENSION I), Costa Rica (DP/CCF/COS/1/EXTENSION I), Democratic People's Republic of Korea (DP/CCF/DRK/1/EXTENSION I), Equatorial Guinea (DP/CCF/EQG/1/EXTENSION I), Honduras (DP/CCF/HON/1/EXTENSION I), and Togo (DP/CCF/TOG/1/EXTENSION I).

191. The Executive Board took note of the country review reports for Algeria (DP/CRR/ALG/1), Guatemala (DP/CRR/GUA/1), Poland (DP/CRR/POL/1), and Uganda (DP/CRR/UGA/1).

Reviews of regional cooperation frameworks

192. The Associate Administrator introduced the reviews of regional cooperation frameworks for Africa (DP/RRR/RBA/1), Asia and the Pacific (DP/RRR/RAP/1), Europe and the Commonwealth of Independent States (DP/RRR/REC/1), and Latin America and the Caribbean (DP/RRR/RLA/1). The reviews had been carried out by external consultants and revealed differences among the regions in overall programme focus. Despite the differences, however, there was remarkable similarity in many areas, including linkages to the global cooperation framework and country cooperation frameworks and greater programme focus. There was evidence in all programmes that the serious shortfall in resources had deeply affected programme performance. Following a review of the highlights of each review, the Associate Administrator concluded by stating that few other aid organizations could provide funding for regional initiatives for cross-national and transboundary issues. Future regional frameworks would benefit from the reviews by being more strategic, demand-driven, reflecting the comparative advantage of UNDP and enabling successful resource mobilization.

193. Commenting on the review of the regional cooperation framework for Africa, delegations underlined the positive impact on the role of UNDP in peace and development. Partnerships with regional and local non-governmental organizations had been a key element in the regional cooperation framework. Resources were of great concern and it was hoped that a well-defined resource mobilization strategy would assist in the success of the next cooperation framework. One delegation looked forward to the redesign of the HIV/AIDS programme in Southern Africa. Another speaker noted that the reference to the Heavily Indebted Poor Countries (HIPC) initiative should have included mention of the responsibility of African countries to reduce poverty. The speaker also cited the lack of consultation with individual countries in the region.

194. One speaker emphasized that 17 countries in the Africa region were experiencing political instability, leading to complex emergency situations. There was thus great potential for UNDP to increase its activities in the post-conflict area and with national consultation processes and consensus-building. Upstream activities were well demonstrated through the Africa Governance Forum, and more information would be welcomed. Given the magnitude of the HIV/AIDS epidemic, it should be more visible in the regional cooperation framework for Africa. There should be a more determined approach to innovation and best practices in the areas of governance, conflict prevention and gender. Conventions and mandates could be included, as well as enhancement of technical capabilities. Greater information on how UNDP selected organizations as executing partners was sought.

195. Commenting on the review of the regional cooperation framework for Europe and the Commonwealth of Independent States, delegations noted the enhanced focus on poverty eradication and the positive role of national human development reports. The Regional Service Centre in Bratislava had been successful in providing support to the entire region, one speaker noted, expressing support for all new initiatives that would use regional expertise and lead to programming using expertise in the region and enable sharing of knowledge. One delegation stressed the need to improve programmes on aid coordination and environment.

196. Commenting on the review of the regional cooperation framework for Latin America and the Caribbean, delegations noted the long, strong tradition of cooperation in that region. It was regrettable that resources for the regional programme had been drastically reduced. Lessons learned on an individual country basis could be shared in subregions, one delegation noted. Activities needed to be focused for maximum impact. One speaker emphasized the importance of activities focused on trade, as well as environment, in the Caribbean subregion. Another speaker underscored the need for thorough consultations in preparing the next regional cooperation framework. One speaker underlined the importance of regional integration.

197. Two delegations requested clarification on the differences between the allocations and expenditures for the regional programmes. Another delegation requested clarification about the role of UNDP in conflict prevention.

198. The Associate Administrator underlined that the regional cooperation frameworks touched on issues that went beyond individual programmes and created synergies through partnerships in cooperation with other entities. The new regional cooperation frameworks would have greater focus to enable more effective use of financial resources, and more prominent linkage with the global cooperation framework. He noted that the regional framework supported initiatives in conflict prevention through regional bodies such as the Organization of African Unity and the Economic Community of West African States.

199. The Assistant Administrator and Director of the Regional Bureau for Latin America and the Caribbean provided clarification regarding paragraph 10 of the review of the regional cooperation framework for Latin America and the Caribbean (DP/RRR/RLA/1). She stated that the second table referred to resources mobilized for the regional programme, noting that about two thirds of that amount were for Global Environment Facility (GEF) projects. Given the rigorous approval process for GEF projects, which often took a couple of years, those projects had only been approved and begun implementation recently.

200. The Assistant Administrator and Director of the Regional Bureau for Africa noted that the low delivery rate in the Africa region was due to delays in the start of major programmes, owing mainly to the need to reach consensus during the consultation process. The selection of regional partners was based on their technical and management capacity as well as their linkage to the focus issues.

201. The Officer-in-charge of the Regional Bureau for Europe and the Commonwealth of Independent States noted that the regional cooperation framework for that region was the first of its kind. The start-up of implementation of seven individual projects as a programme, including the recruitment of specialists, had been difficult.

202. The Officer-in-charge of the Regional Bureau for Asia and the Pacific noted that the region faced the same situation as that of Latin America and the Caribbean, in that many of the regional projects were GEF projects, which had taken considerable time for approval and implementation.

203. The Executive Board took note of the reviews of the regional cooperation frameworks for Africa (DP/RRR/RBA/1), Asia and the Pacific (DP/RRR/RAP/1), Europe and the Commonwealth of Independent States (DP/RRR/REC/1), Latin America and the Caribbean (DP/RRR/RLA/1).

Assistance to East Timor

204. The Officer-in-charge of the Regional Bureau for Asia and the Pacific introduced the note by the Administrator on assistance to East Timor (DP/2000/40). The note described the broad areas in which UNDP was working in East Timor following the

adoption by the Executive Board in January 2000 of decision 2000/2 authorizing assistance to East Timor for 1999-2000. The Administrator now sought to gain authorization for approval of projects for the period 2000-2002 on a case-by-case basis. He noted that an office had been set up and that UNDP had been working with donors to obtain support. A country cooperation framework would be developed only after the independence of East Timor. The main focus areas of assistance were (a) to help in transition from an emergency situation, including contributing to the consolidated appeal launched in October 1999; (b) to assist the United Nations Transitional Administration in East Timor (UNTAET) in preparation for independence; and (c) to build a long-term partnership with the people of East Timor.

205. The President asked the Executive Board if there was any objection to the representative of East Timor taking the floor. There was no objection.

206. The representative of East Timor expressed appreciation for the support of the Executive Board. He stated that the main present objective was to rebuild the infrastructure of East Timor. The maintenance of stability was an important factor in this regard. He hoped that the international community would continue to provide assistance to East Timor.

207. One delegation expressed its continued strong support for development assistance provided to East Timor and its readiness to build a strong relationship with East Timor. Other delegations taking the floor welcomed the note on assistance to East Timor. Several speakers described the assistance being provided by their own Governments to East Timor, including through the opening of representational offices. One delegation underlined the importance of South-South cooperation, noting that UNDP could play a useful role in promoting training and health projects through triangular cooperation. One delegation underlined the need for effective coordination among the international donors, both bilateral and multilateral, in East Timor. Another speaker expressed some concern about delays in implementing projects in East Timor.

208. The Executive Board authorized the Administrator to approve projects for East Timor on a case-by-case basis for the period 2000-2002.

Assistance to Myanmar

209. The Resident Representative in Myanmar delivered an oral progress report on UNDP assistance to Myanmar. He informed the Executive Board that a more comprehensive report would be presented at the first regular session 2001. He then gave a historical overview of UNDP assistance to Myanmar from 1988 to the present, noting that since 1993, assistance to that country was provided strictly in accordance with guidelines established in relevant Board decisions. UNDP assistance was formulated on a project-by-project basis within a broad framework entitled the Human Development Initiative (HDI)

with each phase not exceeding two and a half years. The HDI had been under implementation for seven years and was currently in its third phase, for the period mid-1999 to end-2001. The 11 projects of HDI Phase III had been approved by the Administrator in mid-1999 and formally signed in September 1999. They were fully operational and in various stages of implementation. UNDP had ensured full consultation and agreement with all partners concerned, including the diplomatic community, civil society organizations, and the National League for Democracy.

210. An independent annual assessment and evaluation of the HDI and its projects for the year 2000 had been carried out from 27 May to end-July 2000. The independent team was composed of two senior international experts from Canada and the United States, supported by four independent international technical consultants. The mission concluded that all HDI Phase III project activities had been formulated in compliance with Governing Council and Executive Board decisions 93/21 and 98/14. Projects continued to target the poorest people in some of the most deprived areas of the country. In general, the HDI projects were pursuing their individual project objectives and modalities effectively.

211. The mission highlighted several strategic issues at the operational and policy levels that critically challenged HDI activities from achieving their fullest potential in addressing poverty and also impacted on the coordination of broader joint United Nations initiatives in Myanmar. Notably, in certain key sectors, projects were unable to benefit fully from important technical assistance offered by some specialized United Nations executing agencies because of the specific modus operandi of the HDI. In addition, there was a long lead period required for the planning and preparation of HDI phases, given the extensive consultative process required (despite the relatively short time frame of two and a half years for HDI projects). The mission also emphasized the need to identify and target future HDI assistance properly in order to address the poverty and humanitarian needs more extensively.

212. The Resident Representative underlined that two of the most critical areas of UNDP assistance for addressing poverty reduction in Myanmar were agriculture/food security and environment. Another critical issue was the serious impact of the spread of HIV/AIDS in the country, where the estimated current infection rate stood at 1.5 per cent of the population. He requested that the Executive Board consider the possibility that UNDP carry out a number of comprehensive sector reviews for agriculture/food security and the environment, including an overall poverty assessment. He also suggested that UNDP, with other partners, prepare a proposal for strategically addressing the HIV/AIDS situation at the national level, including through fund-raising.

213. The Resident Representative also informed the Executive Board about the preparations for an integrated United Nations humanitarian programme in the Northern Rakhine State, in accordance with the guidelines set out in decision 98/14. A United Nations integrated basic needs assistance programme (BNAP) for the Northern Rakhine State was being finalized under the leadership of UNDP in consultation with other partners. The Programme would address beneficiaries' needs in critical social sectors and would facilitate the transition with the Office of the

United Nations High Commissioner for Refugees (UNHCR), which had been engaged since 1993 in the resettlement of the returnees to the Northern Rakhine State from Bangladesh. He noted that UNHCR had recently extended its Memorandum of Understanding with the Government to enable UNHCR to continue to implement its activities in the Northern Rakhine State until November 2001. Consultations were under way with regard to the preparations for the commencement of the BNAP once UNHCR had phased out its technical assistance activities, recognizing that protection and monitoring would continue to be an important priority in the Northern Rakhine State.

214. One delegation underlined the need to provide continued assistance directly to the poor in Myanmar and stressed that development agencies should operate as much as possible with civil society. The approach of UNDP was welcomed. The speaker noted that there was scope for a more coherent and coordinated United Nations development effort in Myanmar, including through the common country assessment. In that respect, the National League for Democracy should be consulted as much as possible.

215. Another speaker expressed support for the UNDP role in Myanmar and stated that it was essential to prepare for future international cooperation in that country. UNDP must have the means to carry out its mandate and, in that regard, it must strengthen coordination at the country level in Myanmar.

216. One delegation supported the continuation of the HDI and expressed approval for the recommendations of the assessment team, in particular with regard to HIV/AIDS and the proposed poverty assessments. Clarification on the United Nations reintegration programme for the Northern Rakhine State was sought.

217. The Resident Representative noted the complexities of undertaking the common country assessment exercise in Myanmar, as the operational modalities of the United Nations entities in that country varied. In response to the query raised, he explained that the United Nations country team had been working very hard to design an appropriate programme of assistance for continued support to the residents of the Northern Rakhine State. Given the difficulties encountered during that extensive process, and the need to mobilize resources for a number of the participating agencies, the United Nations Country Team felt it would be more appropriate, in light of the mandate provided in decision 98/14, for that exercise to be carried out under the leadership of UNDP. Thus, the BNAP was adjusted accordingly.

218. The Executive Board took note of the oral progress report on Myanmar.

Review of global cooperation framework

219. The Assistant Administrator and Director of the Bureau for Development Policy (BDP) introduced the review of the first global cooperation framework (GCF) (DP/GRR/GCF/1). She noted that the report was a synthesis of several evaluations of elements of the global programme as well as an audit of the GCF and evaluations of the subregional resource facilities (SURFs). The report pointed to the transitional nature of the first GCF, which had covered a wide variety of policy areas. The second GCF would be more focused and integrated with the overall goals of UNDP. The first GCF reflected the roles and relationships linked to the corporate entities responsible for the various subject areas. The review found that the independent advocacy and analytical work undertaken within the GCF was the most effective, especially the *Human Development Report*, the work of the Office of Development Studies on global public goods, and the "Energy After Rio" programme, as well as the *Annual Poverty Report*. Several key governance projects were also successful in promoting awareness. The review stated that the linkage of the GCF to the CCFs required further strengthening, a finding that had already been indicated in the forward-looking assessment of the GCF presented to the Executive Board in January 1998. One of the most important innovations had been the establishment of knowledge networks. Within the past nine months, participation by UNDP professional staff in knowledge networks had grown to over 50 per cent.

220. A concept paper on the second GCF would be presented in an informal discussion at the current session. Areas such as support to Poverty Reduction Strategy Papers, the integration of human rights into the sustainable human development framework, capacity development, and training of trade negotiators from least developed countries would continue to receive priority attention. The new GCF would focus on the direct needs of programme countries and a limited number of global initiatives, including new approaches to work on HIV/AIDS and closing the digital divide. The review noted that a more predictable resource base and a better management system would have made the GCF more effective. In addition, it would be necessary to integrate the global trust funds to ensure synergy and efficiency. The global programme was seen as effective in partnerships, including those with United Nations specialized agencies, funds and programmes, the World Bank, the Inter-Parliamentary Union, and bilateral aid organizations. The challenge was to intensify the partnerships with programme countries. BDP was restructuring and reorganizing its headquarters staff. About 50 policy specialists would be deployed to the field to strengthen direct support at the country level. Through the reallocation of resources approved in the current cycle, the process of outposting policy specialists to the field was under way in line with the new networking approach. The Assistant Administrator thanked those donors who had contributed to the global programme.

221. Many delegations expressed their agreement with the recommendations contained in the review of the global cooperation framework. It was seen as a very important part of the work of UNDP, in particular when it enabled the organization to participate in major global events. The need to incorporate lessons learned and to

strengthen country-level activities was underlined. Some speakers felt that the global framework should move even more upstream, concentrating on advocacy and policy dialogue, knowledge management and development of new concepts. Global resources should not be viewed as a substitute for target for resource assignment from the core (TRAC) line 1.1.1 resources. The programme must be focused and concentrate on areas where UNDP had a comparative advantage. Linkage with the regional cooperation frameworks and with the country programmes was considered essential.

222. Many speakers singled out the *Human Development Report* and the study entitled *Global Public Goods* as positive examples of what the global programme had accomplished. The focus on poverty eradication and activities in the area of governance were also welcomed. One delegation underlined the need for UNDP to redefine its role in combating HIV/AIDS. Another speaker requested that information technology be included in the new framework. One delegation requested clarification on the future work of UNDP with the Consultative Group on International Agricultural Research (CGIAR).

223. Speakers looked forward to the discussion on the next GCF and the implementation of the recommendations contained in the review. Several delegations underlined that the next global programme should be more cost-effective. One delegation called for it to have a strong commitment to test innovative programmes in order to mainstream successful elements into the work of UNDP. Another speaker emphasized that human security should be a primary priority of the GCF. It was hoped that gender would be further mainstreamed in the new programme. One delegation requested further information on why sustainable energy had been singled out for future support.

224. The Assistant Administrator and Director, BDP, agreed that lessons from the review would be shown in the next GCF. She underlined that gender would indeed be part of the new GCF as UNDP increased its efforts in mainstreaming gender. She agreed that the new GCF should move further upstream. As environmental issues were being integrated in order to move to integrated natural resources management, there would be no separate programmes for forestry or food security. In response to a query raised, the Assistant Administrator stated that work on the Convention to Combat Desertification (CCD) was included in the GCF through the presence of the Office to Combat Desertification and Drought (UNSO) in BDP. In response to another query, she explained that UNDP would continue to collaborate with CGIAR but could no longer channel financial resources to it.

225. One delegation requested that the new GCF indicate support to CGIAR even if the financial contribution was minimal.

226. The Executive Board took note of the review of the GCF (DP/GRR/GCF/1).

Strengthening partnerships for drylands development and poverty eradication: UNDP's role and efforts in support of the Convention to Combat Desertification (DP/2000/CRP.14)

227. The conference room paper on strengthening partnerships for drylands development and poverty eradication: UNDP's role and efforts in support of the Convention to Combat Desertification (DP/2000/CRP.14) was presented by the Assistant Administrator. She noted that the paper responded to the Executive Board's request to delineate the relationship of UNDP with the Secretariat of CCD. UNDP provided a wide range of support to drylands development through its various programmes and specialized units, particularly UNSO. UNDP had established partnerships with the CCD Secretariat in organizing capacity-building workshops, information and awareness-raising activities and advocacy, providing logistical support and funding at the local level. The roles of the two entities were different and highly complementary. The role of UNDP was to provide country-level support. Changes would affect the way UNDP worked with its partners, including the CCD Secretariat. Those changes would enable UNDP to be more focused at the country level. While the mandate of UNSO had been extended to the global level, contributions to the UNDP Trust Fund to Combat Desertification had been diminishing and there was a limited ability to extend support to all regions. The ability of UNDP to play its leading role in helping the Secretariat of the CCD would depend on secure and adequate funding. The relocation of the remaining smaller UNSO core unit in Nairobi presented UNDP with an excellent opportunity to build new and effective partnerships with the United Nations Environment Programme and with others.

228. Several delegations encouraged continued support from UNDP for the implementation of the CCD and requested that further information be provided to the Board on how UNDP was addressing desertification and drylands development, with concrete steps and specific proposals. UNDP, through UNSO, had a long history of support to countries affected by desertification, particularly in Africa. The relocation of the UNSO core unit to Nairobi were welcomed. The issue of resources was considered vital and it was hoped that donors would increase contributions to UNSO. Some speakers advocated exploring financial support for work in that area through the round-table mechanism. Partnerships were a key element in the successful implementation of the CCD.

229. The representative of the Secretariat of the Convention to Combat Desertification underlined that cooperation with UNDP was critical, in particular with regard to resource mobilization. The Secretariat was looking forward to the identification of measures for long-term cooperation with UNDP as well as with other institutional partners. Inclusion of the CCD in the round-table process would be useful in terms of resource mobilization. A more efficient and productive partnership between the two organizations was encouraged in the context of the Executive Board.

230. The Assistant Administrator agreed that desertification was a key development challenge. UNDP was also concerned about the resource situation and looked forward to the guidance of the Executive Board in that regard. Comprehensive information on the role of UNDP in the desertification and drylands development was available on a CD-ROM, which had been distributed to Board members.

231. The Executive Board adopted the following decision:

2000/23

Strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the United Nations Convention to Combat Desertification

The Executive Board

1. *Takes note* of the report on strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the UNCCD (DP/2000/CRP.14);

2. *Invites* the United Nations Development Programme to explore with the Secretariat of the United Nations Convention to Combat Desertification practical modalities for supporting the ongoing national consultative processes of the Convention on partnership-building through the round-table mechanism;

3. *Encourages* the United Nations Development Programme to contribute to capacity-building and resources mobilization, particularly through its regional and national offices, with a view to assisting affected developing countries to implement the United Nations Convention to Combat Desertification effectively at the national, subregional and regional levels;

4. *Invites* the Administrator to report to the Executive Board at its annual session 2001 on the implementation of the present decision.

29 September 2000

232. Following the adoption of the decision, three delegations took the floor to express their appreciation for the action taken.

X. Technical cooperation among developing countries

233. The Administrator introduced the report on technical cooperation among developing countries: follow-up to decision 99/11 (DP/2000/36). He noted that leaders from the South, in statements made to the South Summit in Havana and at the United Nations Millennium Assembly, had made it clear that the broad issue of South-South cooperation was a top priority. South-South cooperation had been a priority for UNDP for over 20 years, with the Special Unit for Technical Cooperation among Developing Countries (SU/TCDC) having played a key role. South-South cooperation was in line with the strong emphasis on partnerships that lie at the heart of the new UNDP, with links to key Southern institutions such as the Third World Network and the South Centre. A positive recent initiative had been the SU/TCDC Africa-Asia business-to-business forum, which aimed at helping transfer private sector skills and expertise. TCDC was also seen as a mechanism to pioneer new forms of South-South knowledge networking through the Web of Information for Development (WIDE). While those efforts had seen success, the work to date was just a fraction of what it was possible to achieve, particularly as UNDP began to exploit the full potential of information technology networking, both within UNDP and beyond. The Administrator underlined his full commitment to mainstreaming South-South cooperation into the broader scope of UNDP programme work.

234. The UNDP focus on upstream policy advice was particularly well suited to such forms of cooperation in such areas as HIV/AIDS for example, where successful national or regional programmes could be transferred to others. The scope for other such opportunities was vast, in areas that ranged from attracting foreign direct investment to public sector development, to tourism development. To help to achieve this operationally, UNDP would integrate the use of TCDC in the United Nations Development Assistance Frameworks (UNDAFs), country cooperation frameworks and regional cooperation frameworks, and the outcomes would be reported in the results-oriented annual reports.

235. Promoting and implementing South-South knowledge sharing would also be an explicit and integral component of the job of the 50 policy specialists being deployed to the field. SU/TCDC would seek to accelerate the process by planning, piloting, and implementing new and more effective models for such cooperation. It would also deploy initially two advisers to regional service centres to help to ensure that its work reflected the realities and needs of the field. Throughout, there would be a continued emphasis on new partnerships, with both the public and the private sectors, civil society, and with other United Nations organizations. UNDP was hopeful that it would obtain more financial support for South-South cooperation.

236. Delegations expressed their strong support for both the concept of South-South cooperation and the role of UNDP in promoting it. Recent statements by world leaders at the South Summit in Havana and at the Millennium Summit had attested to the strong political backing of TCDC and its growing importance. The role of SU/TCDC in UNDP should be supported and more resources allocated to it. In that regard, one speaker requested that two informal consultations be held prior to the first regular session 2001 in order to discuss the new TCDC framework.

237. Many speakers supported the future orientation of the new TCDC programme, as elaborated in chapter IV of document DP/2000/36, specifically the maintenance of SU/TCDC, concentration on areas of UNDP comparative advantage, and work to assist developing countries that were faced by changes caused by globalization. Delegations underlined that there was no contradiction in having TCDC mainstreamed in operational activities for development while the Special Unit was maintained as a focal point. The decentralization of two TCDC advisers to the field to work with development policy specialists was supported, as were the areas of intended programme focus noted in paragraph 41.

238. Delegations were of the view that the Special Unit should play a more active and strategic role in South-South cooperation. As requested by the South Summit, the Special Unit should ensure the development of a technical network in support of bilateral TCDC projects and the production of an annual report on TCDC. One delegation emphasized the need for the integration of pilot programmes into regular UNDP programmes, allowing the Special Unit to concentrate on strategic linkages.

239. Most speakers emphasized the urgent need to increase the allocation of programme resources to TCDC in the next UNDP programming period. Donors were also encouraged to contribute to the South-South Trust Fund.

240. Several delegations highlighted the particular aspects of TCDC in which tangible benefits had been achieved, including in the areas of trade and economic liberalization, agricultural production, preparation for major international conferences, information technology, science and technology, training, and in building up centres of excellence.

241. Several delegations noted that their governments supported triangular cooperation and had made financial contributions to it. One speaker requested information on the criteria used by the Special Unit for project and regional allocations. Information on the extent to which TCDC was utilized in country programmes and the benefits and obstacles to that use was also sought. Further details on the integration of TCDC in UNDAFs, regional and global frameworks and strategic resource frameworks was also sought. Another speaker questioned the relevance of some TCDC activities and looked forward to further discussions on the topic at the first regular session 2001. In that regard, an independent assessment of the TCDC framework should be undertaken, an effort that delegation was willing to help to finance. Another delegation, while supporting TCDC, had difficulty with some of the references in the document, including the phrase "emerging rules-based global governance" in paragraph 9 of document DP/2000/36, and the references to assistance to developing countries in negotiations in World Trade Organization (WTO) processes. With regard to the latter, the delegation stated that Member States had never mandated UNDP to assist any one group of countries in developing negotiation. UNDP actions in that regard needed to reflect the consensus of Executive Board members on upstream activities. The delegation stated that it

required more information on the nature of proposed UNDP-funded TCDC activities.

242. The representative of the Organization of the Islamic Conference expressed the support of the Organization for the TCDC activities contained in document DP/2000/36.

243. Several speakers paid tribute to the work of the outgoing Director of the Special Unit for TCDC, Mr. John Ohiorhenuan.

244. The Administrator noted that there would not be a full response at the current session but rather a full discussion and review of the issues raised at the first regular session 2001. He thanked those delegations that had acknowledged the service of the outgoing Director of the Special Unit. He underlined the need to maintain the separateness and separate character of SU/TCDC while reinforcing TCDC in UNDP programmes. He noted the offer of support for a review of the previous framework. Noting the comment made by one delegation on partisan advocacy, he underlined that the commitment of UNDP was to broadening the debate about development. With regard to the partnership with the South Centre and others, it was not contradictory to the strong relationship of UNDP with other organizations, such as WTO, to ensure as broad as possible a debate on development.

245. The Executive Board decided to resume consideration of the report on technical cooperation among developing countries: follow-up to decision 99/11 (DP/2000/36) at its first regular session 2001. (*Note: The new framework for technical cooperation among developing countries will also be submitted at the first regular session 2001.*)

XI. Other matters

WHO/UNICEF/UNFPA Coordinating Committee on Health

246. The Executive Board confirmed the selection of representatives from the Eastern European States, Dr. Inga Ivanova Grebesheva (Russian Federation), and the Western European and other States, Dr. Pia Rockhold (Denmark), to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for 2001-2002 and authorized the Bureau of the Executive Board to approve the respective selections from the Africa, Asia and Pacific, and the Latin America and the Caribbean groups, to be confirmed at the first regular session 2001.

Closing statements

247. The Administrator recognized those members of the Executive Board whose terms were ending as of December 2000: Botswana, Czech Republic, Ghana, Ireland, Jamaica, Lebanon, Republic of Korea, South Africa, Sweden, Switzerland, and the United Republic of Tanzania. He also paid tribute to those representatives for whom the present session would be their last Board meeting: H. E. Mr. Elim Dutra of Brazil, Mr. Antonio Cavalcante of Brazil, Dr. Wilhelm Suden of Germany, Dr. Atul Khare of India, Ms. Bente Bingen of Norway, and Mr. Nicolai Tchoulkov of the Russian Federation. He thanked the Bureau of the Board for the quality of their leadership in policy guidance and decision-making on behalf of UNDP during the year.

Closing remarks by the Deputy Executive Director (Policy and Administration)

248. On behalf of the UNFPA Executive Director, Dr. Nafis Sadik, the Deputy Executive Director (Policy and Administration) thanked the Executive Board for the wonderful farewell tributes to Dr. Sadik earlier in the week. He stated that Dr. Sadik had been deeply touched and very moved by the sentiments expressed by the Board members and had asked him to convey her deep appreciation to each member of the Executive Board. In particular, she wished to convey her warm personal thanks and appreciation to the President and the Vice-Presidents of the Board for the recognition that they had accorded her in their statements. He noted that both Dr. Sadik, and UNFPA staff at large, greatly valued the close and productive working relationship with the Executive Board. The Fund relied on the Board for guidance and direction as well as for candid and constructive comments and analysis which all helped to strengthen UNFPA programmes and policies. UNFPA also continued to rely on the Board to spearhead, and be an important partner in, the Fund's resource mobilization efforts, including the efforts to increase core resources and put them on a predictable, assured and continuous basis.

249. He observed that the third regular session 2000 had indeed been a significant one for UNFPA. The Executive Board had adopted an important decision on the system for allocation of UNFPA resources to country programmes. He expressed the Fund's appreciation to the Vice-President of the Asian States group for guiding the initial informal consultation and to the representative of Switzerland for his remarkable skill and diplomacy in facilitating the reaching of a consensus. He stated that the Fund had taken careful note of the suggestions made and he assured the Board that UNFPA staff would remain committed to implementing the updated resource allocation system as decided at the third regular session 2000.

250. The Deputy Executive Director (Policy and Administration) expressed the Fund's deep appreciation and gratitude to all donors who had announced their contributions to UNFPA, in particular, the donors who had increased their contributions and those who had made multi-year pledges. He also recognized those delegates who would be leaving their current posts in the near future, thanking them for their excellent support and good counsel, and wishing them all the very best in their future endeavours. He also thanked all members of the Secretariat, especially the small UNFPA team, the UNDP team and the staff of the United Nations Conference Services, particularly the conference officers and the interpreters. He concluded by thanking the President and members of the Bureau for the guidance provided to UNFPA. He noted that the Fund greatly appreciated the wisdom and energy with which the President had led the Executive Board throughout the year. The year had been a very busy and productive one for UNFPA and the Board had taken important decisions on a number of key issues that would guide the Fund's work in the coming decade, including sector-wide approaches, the multi-year funding framework, future programme directions in the light of ICPD+5, ensuring reproductive health in emergency situations, the UNFPA programming process, and, most recently, the resource allocation system.

Closing remarks by the President

251. The President stated that it had been a pleasure for him to serve during 2000 and he thanked everyone for extending to him their excellent cooperation throughout the year. He recognized the important role played by the Vice Presidents of the Executive Board: H. E. Mr. Gert Rosenthal of Guatemala, Mr. Mathe Diseko of South Africa and Ms. Emolemo Morake of Botswana, Mr. Tetsuo Kondo of Japan, and Mr. Le Hoai Trung of Viet Nam. The Vice Presidents had exhibited a productive and positive spirit throughout the year that had enabled much to be accomplished.

252. Looking back at the year in relation to UNDP, it was notable as the first full year for the current Administrator, Mr. Mark Malloch Brown. While there were many important items considered by the Executive Board in 2000, he would refer to a few highlights. The year featured the launching of the Administrator's Business Plans for 2000-2003 at the first regular session and, at the annual session, a very interesting dialogue on the first UNDP results-oriented annual report, which had

underlined the strong move to results-based management in the organization. At each session, the Board had examined the heart of UNDP work, at the country level, through the adoption of country cooperation frameworks (CCFs), CCF extensions, special assistance programmes and a selected number of CCF reviews. The Board had also taken up interesting discussions on the United Nations Office for Project Services, the United Nations Volunteers, the United Nations Development Fund for Women and the United Nations Capital Development Fund. Informal discussions throughout the year on many subjects had added to the Board's knowledge and understanding of the work of UNDP.

253. Most notably, in April, during his statement on the serious funding situation faced by UNDP, the Administrator had proposed the convening of a Ministerial Meeting on UNDP, which had been held with high acclaim on 11 September. Discussion during the present session attested to the success of the Ministerial Meeting and had led the Executive Board forward in maintaining the momentum of that key event.

254. In his closing remarks, the President noted that during the year the Executive Board had had wide-ranging discussions on a number of key population and development issues. Often, the debates and negotiations had been intense and sometimes quite difficult. But throughout the deliberations, both formal and informal, one concern had remained uppermost in the minds of Board members, and that had been providing UNFPA with the necessary guidance and advice to better assist countries in implementing the Programme of Action of the International Conference on Population and Development (ICPD) and the key actions emerging from ICPD+5, with the specific goal of contributing to a better quality of life for women, men and children in all parts of the world. In providing UNFPA with that guidance and direction the Board had taken a number of key decisions during the year, including on sector-wide approaches, the multi-year funding framework; future programme directions in the light of ICPD+5; ensuring reproductive health in emergency situations; the UNFPA programming process; and the system for the allocation of UNFPA resources to country programmes. Those key decisions would hold UNFPA in good stead as it carried out its mandate in the priority programme areas of reproductive health, including family planning and sexual health; population and development strategies, advocacy; and gender issues. The Board's deliberations throughout the year had drawn attention to the importance of providing UNFPA with resources on a predictable, assured and continuous basis.

255. The President thanked all members of the Secretariat who made up a very competent and hard-working team always able to respond quickly to the many demands made on them. He also conveyed his special thanks to the staff of United Nations Conference Services, including all the conference officers and interpreters, who had ensured the smooth conduct of the meetings and had been willing to extend their hours to accommodate the Executive Board's needs. Before concluding, he alluded to the Executive Board's farewell tribute to Dr. Sadik earlier in the week, noting that it had been a very moving moment for all who had been present in the room. He stated that the standing ovation and the strong emotion that could be felt

in the room were a great compliment to Dr. Nafis Sadik and a visible sign of the high regard in which she was held: Dr. Sadik had been a great leader and she would be greatly missed.

256. The President thanked all participants for their cooperation, which had again led to a successful conclusion. He thanked the secretariat, the interpreters and conference officers for their assistance and wished everyone a safe return to their capitals and places of residence.

257. The Executive Board concluded its work by adopting the following decision:

2000/24
Overview of decisions adopted by the Executive Board at its third regular session 2000

The Executive Board

Recalls that during the third regular session 2000, it:

Item 1
Organizational matters

Approved the agenda and work plan for its third regular session 2000 (DP/2000/L.4) as orally amended;

Approved the report of the annual session 2000 (DP/2000/27);

Agreed to the following schedule of sessions of the Executive Board in 2001:

First regular session 2001: 29 January-6 February 2001 (7 working days)
Annual session 2001: 11-22 June 2001 (New York)
Second regular session 2001: 10-14 September 2001*

Agreed to the work plan for the first regular session 2001 of the Executive Board, contained in the annex to the present decision;

Took note of the list of items for 2001 as reflected in the outline for the Executive Board work plan 2001 (DP/2000/CRP.13);

Adopted decision 2000/18 of 26 September 2000, Expression of appreciation to Dr. Nafis Sadik, Executive Director of the United Nations Population Fund, 1987-2000;

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* Subject to approval by the Committee on Conferences

UNFPA segment

Item 2

Resource allocation system

Adopted decision 2000/19 of 28 September 2000 on the system for the allocation of UNFPA resources to country programmes;

Item 3

Financial, budgetary and administrative matters

Took note of the report on the UNFPA annual financial review, 1999 (DP/FPA/2000/15 and Corr.1 (Chinese, English and Russian only));

Took note of the oral report on the updated estimates of UNFPA income for 2000;

Item 4

Technical advisory programme

Took note of the progress report on the implementation of Technical Advisory Programme arrangements (DP/FPA/2000/16);

Item 5

Country programmes and related matters

Approved assistance to the Governments of Cambodia (DP/FPA/KHM/2) and Viet Nam (DP/FPA/VNM/6);

UNDP segment

Item 6

United Nations Office for Project Services

Adopted decision 2000/20 of 28 September 2000 on UNOPS revised budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNOPS revised budget estimates and procedures for establishing posts at the D-1 level (DP/2000/38);

Took note of the report on UNOPS statistical annex (DP/2000/37/Add.1 and Corr.1);

Adopted decision 2000/21 of 29 September 2000 on the responsibility of the United Nations Office for Project Services in personnel matters;

Item 7

Financial, budgetary and administrative matters

Took note of the report on the UNDP annual review of the financial situation, 1999 (DP/2000/29 and Add.1);

Took note of the oral update on the budget for the biennium 2000-2001 (decision 99/23);

Took note of the report on updated resource allocation framework and revised MYFF (DP/2000/31) and agreed to consider a revised integrated resources framework in conjunction with the biennial budget for 2002-2003 at the second regular session 2001;

Took note of the report on activities of the Inter-Agency Procurement Services Office (DP/2000/33) and recommended that the Office continue to explore ways in which the expanded use of collective pricing agreements can be coordinated with other entities of the United Nations system;

Took note of the report on United Nations system technical cooperation expenditure, 1999 (DP/2000/39) and the addendum to the report (DP/2000/39/Add.1);

Item 8

Evaluation

Took note of the report of the Administrator on evaluation (DP/2000/34);

Adopted decision 2000/22 of 28 September 2000 on the progress report on follow-up to the evaluation of the UNDP/UNOPS relationship;

Item 9

Country cooperation frameworks and related matters

Approved the following country cooperation frameworks:

Second country cooperation framework for Armenia	DP/CCF/ARM/2
Second country cooperation framework for Czech Republic	DP/CCF/CZE/2
Second country cooperation framework for Hungary	DP/CCF/HUN/2
Second country cooperation framework for Maldives	DP/CCF/MDV/2
Second country cooperation framework for Poland	DP/CCF/POL/2
Second country cooperation framework for Slovakia	DP/CCF/SLO/2
Second country cooperation framework for Slovenia	DP/CCF/SVN/2
Second country cooperation framework for Uzbekistan	DP/CCF/UZB/2
Second country cooperation framework for Viet Nam	DP/CCF/VIE/2

Approved the following extensions of country cooperation frameworks:

Second extension of the first country cooperation framework for Bulgaria	DP/CCF/BUL/1/EXTENSION II
Two-year extension of the first country cooperation framework for El Salvador	DP/CCF/ELS/1/EXTENSION I
Two-year extension of the first country cooperation framework for Venezuela	DP/CCF/VEN/1/EXTENSION I

Took note of the following extensions of country cooperation frameworks:

First extension of the first country cooperation framework for Belize	DP/CCF/BEL/1/EXTENSION I
First extension of the first country cooperation framework for Costa Rica	DP/CCF/COS/1/EXTENSION I
First extension of the first country cooperation framework for the Democratic People's Republic of Korea	DP/CCF/DRK/1/EXTENSION I
First extension of the first country cooperation framework for Equatorial Guinea	DP/CCF/EQG/1/EXTENSION I
First extension of the first country cooperation framework for Honduras	DP/CCF/HON/1/EXTENSION I
First extension of the first country cooperation framework for Togo	DP/CCF/TOG/1/EXTENSION I

Took note of the following country review reports:

First country review report for Algeria	DP/CRR/ALG/1
First country review report for Guatemala	DP/CRR/GUA/1 and Corr.1 (French only)
First country review report for Poland	DP/CRR/POL/1
First country review report for Uganda	DP/CRR/UGA/1

Took note of the following reviews of regional cooperation frameworks:

Review of the regional cooperation framework for Africa	DP/RRR/RBA/1
Review of the regional cooperation framework for Asia and the Pacific	DP/RRR/RAP/1
Review of the regional cooperation framework for Europe and the Commonwealth of Independent States	DP/RRR/REC/1
Review of the regional cooperation framework for Latin America and the Caribbean	DP/RRR/RLA/1

Took note of the report on the review of the first global cooperation framework (DP/GRR/GCF/1);

Adopted decision 2000/23 of 29 September 2000 on strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of UNCCD;

Authorized the Administrator to approve projects for East Timor on a case-by-case basis for the period 2000-2002, as proposed in document DP/2000/40;

Took note of the oral progress report on assistance to Myanmar;

Item 10

Technical cooperation among developing countries

Decided to resume consideration of the report on technical cooperation among developing countries: follow-up to decision 99/11 (DP/2000/36) at its first regular session 2001;

Item 11

Other matters

Confirmed the selection of representatives from the Eastern European States and the Western European and other States to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for 2001-2002 and authorized the Bureau of the

Executive Board to approve the respective selections from the Africa, Asia and the Pacific, and the Latin America and the Caribbean groups, to be confirmed at the first regular session 2001.

29 September 2000

Tentative work plan
Executive Board of UNDP/UNFPA
First regular session 2001 (29 January-6 February 2001)

Day/date	*Time*	*Item*	*Subject*
Monday, 29 January	a.m.	1	Organizational matters: agenda and work plan; report on the third regular session 2000; Executive Board work plan 2001
	p.m.		Joint session of the Executive Boards of UNDP/UNFPA and of UNICEF with participation of the Executive Board of WFP
Tuesday, 30 January	a.m.		**UNDP segment**
		2	UNDP Business Plans 2000-2003 - Update and follow-up to Ministerial Meeting
	p.m.		UNDP Business Plans 2000-2003 (continued) - Role of UNDP in crisis and post-conflict situations
Wednesday, 31 January	a.m.	3	Country cooperation frameworks and related matters - Country cooperation frameworks - Reviews of country cooperation frameworks
	p.m.		Country cooperation frameworks and related matters (continued) - Global cooperation framework
Thursday, 1 February	a.m.	3	Country cooperation frameworks and related matters (continued) - Review of regional cooperation framework - Assistance to Myanmar
	p.m.	4	Technical cooperation among developing countries - New cooperation framework - Follow-up to decision 99/11 (DP/2000/36)
Friday, 2 February	a.m.		**UNDP/UNFPA joint segment**
		5	Reports to the Economic and Social Council
		6	UNDP, UNFPA and UNOPS reports on implementation of recommendations of the Board of Auditors 1998-1999
	p.m.	7	Financial, budgetary and administrative matters - Proposed UNDP/UNFPA common rules and regulations concerning contributions from non-governmental sources (dec. 2000/5)
		9	Other matters
Monday, 5 February	a.m.		**UNFPA segment**
		8	Country programmes and related matters - Progress report on implementing the intercountry programme

Day/date	*Time*	*Item*	*Subject*
			- Country programmes
	p.m.		Country programmes and related matters - Progress report on implementing the intercountry programme - Country programmes
Tuesday, 6 February	a.m.	1	Organizational matters
			Pending decisions
		9	Other matters

Annex I

Decisions adopted by the Executive Board during 2000

Decision No. Page

First regular session 2000
(24-28 and 31 January, New York)

2000/1 UNDP Business Plans, 2000-2003 336
2000/2 Assistance to East Timor 336
2000/3 UNDP regular funding and cash-flow management 336
2000/4 Comprehensive revision of the UNDP Financial Regulations and Rules 337
2000/5 Revision to the United Nations Population Fund Financial Regulations 340
2000/6 Overview of decisions adopted by the Executive Board at its first regular session 2000 341

Second regular session 2000
(3-7 April, New York)

2000/7 United Nations Development Fund for Women 349
2000/8 UNFPA and sector-wide approaches 350
2000/9 UNFPA multi-year funding framework, 2000-2003 351
2000/10 Overview of decisions adopted by the Executive Board at its second regular session 2000 352

Annual session 2000
(13-23 June, Geneva)

2000/11 Future programme directions of UNFPA in light of the outcome of the ICPD+5 358
2000/12 UNFPA programming process 359
2000/13 Ensuring reproductive health in emergency situations 359
2000/14 United Nations Volunteers 361
2000/15 Annual report of the Administrator for 1999 361
2000/16 Annual report of the Executive Director on the activities of the United Nations Office for Project Services 362
2000/17 Overview of decisions adopted by the Executive Board at its annual session 2000 362

Third regular session 2000
(25-29 September, New York)

2000/18 Expression of appreciation to Dr. Nafis Sadik, Executive Director of the United Nations Population Fund, 1987-2000 368
2000/19 Review of the system for the allocation of UNFPA resources to country programmes 369
2000/20 UNOPS revised budget estimates for the biennium 2000-2001 370
2000/21 Responsibility of the United Nations Office for Project Services in personnel matters 371

2000/22	Progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: Joint review of recommendations	371
2000/23	Strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the United Nations Convention to Combat Desertification	372
2000/24	Overview of decisions adopted by the Executive Board at its third regular session 2000	372

2000/1
UNDP Business Plans, 2000-2003

The Executive Board

1. *Recalls* General Assembly resolution 53/192;

2. *Recalls* Economic and Social Council resolution 1999/6,

3. *Reaffirms* its decisions 94/14, 98/1, 98/23, 99/1 and 99/23;

4. *Welcomes* the efforts of the Administrator to secure the future of the United Nations Development Programme as a leading development programme of the United Nations and *affirms its support* to him in continuing those efforts, *inter alia*, in the framework of United Nations reform in operational activities;

5. *Expresses* serious concern at the decline in the level of core resources and calls upon the Administrator, in the context of the implementation of the Business Plans, to increase efforts in order to secure predictable funding for the United Nations Development Programme and to reach the agreed annual funding target of $1.1 billion in core resources;

6. *Notes* that the Business Plans emphasize that the operational activities of the United Nations Development Programme must remain country-driven;

7. *Looks forward* to the timely implementation of the Business Plans, 2000-2003 contained in document DP/2000/8 and requests the Administrator in implementing the Business Plans to take fully into account the views expressed at the first regular session of the Executive Board in 2000 and the fundamental characteristics of the operational activities of the United Nations;

8. *Requests* the Administrator to report to the Executive Board on the evolution and implementation of the Business Plans, 2000-2003 as part of the reporting cycle established under the multi-year funding framework.

28 January 2000

2000/2
Assistance to East Timor

The Executive Board

Approves the allocation of $5 million from the target for resource allocation from the core to meet immediate needs for assistance for the period 1999-2000 and the authority to make future allocations according to the formula applied to other programme countries.

25 January 2000

2000/3
UNDP regular funding and cash-flow management

The Executive Board

1. *Takes note* of the information contained in document DP/2000/CRP.3;

2. *Notes* the serious impact of delayed payments on cash-flow management as reported in the document;

3. *Notes* the importance of officially communicating regular resources contributions for 2000 as early in the year as possible;

4. *Supports* the recommendation of the Administrator for a comprehensive implementation of the elements of the United Nations Development Programme funding strategy (decision 98/23) concerning the announcement of pledges and adherence to a fixed payment schedule.

26 January 2000

2000/4

Comprehensive revision of the UNDP Financial Regulations and Rules

The Executive Board

1. *Takes note* of the report of the Administrator contained in document DP/2000/4, the information contained in document DP/2000/CRP.5; the report of the Advisory Committee on Administrative and Budgetary Questions contained in document DP/2000/7; and the further clarifications provided by the Administrator in document DP/2000/CRP.4;

2. *Takes note* of the urgent need for a comprehensive revision of the United Nations Development Programme Financial Regulations and Rules in order for the Programme to maintain effective financial management and control in the organization;

3. *Reaffirms* the important role of the Advisory Committee on Administrative and Budgetary Questions in administrative and budgetary matters, including the revision process of the United Nations Development Programme Financial Regulations;

4. *Approves* the proposed revised financial regulations contained in the annex to document DP/2000/4, with the amendments listed in the annex to the present decision, and with the exception of the following proposed regulations: 16.03 regarding a limited authority for the Administrator to advance funds from regular resources prior to the receipt of anticipated contributions to other resources; 17.04 regarding authorization for the Administrator to select an intergovernmental or non-governmental organization as executing entity; 19.01 regarding an expanded grant modality; and 25.08 regarding authority for the Administrator to establish credit facilities;

5. *Requests* the Administrator to present for approval, at a future session of the Executive Board, additional information on the proposed four new areas of authority described in paragraphs 40-48 of document DP/2000/4;

6. *Decides* that, pending the approval of financial regulations pertaining to the areas covered by the four regulations referred to in paragraph 4 of the present decision, the following current financial regulations shall remain in effect: Regulation 4.15 (c) regarding defaults on payments required under agreements

between a contributor and the Administrator; Regulation 8.12 regarding authority for the Administrator to incorporate micro-capital grant support in association with technical cooperation programmes; and Regulation 8.10 (e) regarding authorization for the Administrator to contract, subject to the agreement of the requesting Government or Governments, for the services of other agencies, private firms or individual experts in the execution of projects, and to contract projects to a governmental, intergovernmental or organization not part of the United Nations system, or to the United Nations Development Programme itself, if the entity meets the conditions set out in the Regulation;

7. *Takes note* of the proposed financial rules also presented in the annex to document DP/2000/4, which will become effective simultaneously with the financial regulations;

8. *Requests* the Administrator to defer approval of those financial rules associated with the four proposed regulations referred to in paragraph 4 of the present decision;

9. *Also requests* the Administrator to ensure that any proposed decision submitted to the Executive Board by the United Nations Development Programme that is expected to affect the Financial Regulations and Rules be accompanied by the proposed revised text of the relevant regulation and/or rule;

10. *Further requests* the Administrator to keep the financial regulations under active review, including with regard to taking into account any adjustment that may facilitate the implementation of the United Nations Development Assistance Framework, and to consult accordingly with members of the Executive Board;

11. *Requests* the Administrator to transmit to the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) the changes in terminology introduced through the present decision and to inform the Executive Board of the comments of the Committee;

12. *Recommends* that the United Nations Development Programme seek, whenever feasible, the views of the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) on any new proposed changes of terminology in the Financial Regulations and Rules, with a view towards harmonization;

13. *Emphasizes* the continuing need to organize, well in advance of the appropriate Executive Board session, informal consultations with Board members on the draft of any change proposed to the Financial Regulations, with a view to ensuring that the changes and their rationale are fully explained in an appropriate and useful format.

28 January 2000

Annex

Amendments to the proposed revised UNDP financial regulations and rules, as approved by the Executive Board

Regulation 5.02:

"Contributions may be accepted by UNDP from Governments of States members of the United Nations, of the specialized agencies and of the International Atomic Energy Agency, as well as from those organizations and agencies themselves. Contributions may also be accepted from any other intergovernmental, non-governmental, or private sector sources subject to such conditions and criteria as the Executive Board and the Administrator may establish."

Regulation 5.07 (b):

"Contributions shall be paid in advance of the allocation made for the implementation of planned UNDP programme activities, ~~except as provided by Regulation 16.03 below~~."

Regulation 9.04:

Delete: "Income other than contributions, direct refunds of expenditures in respect of programme activities or in respect of the biennial support budget during their approved period and revenue derived from staff assessments shall be classified as miscellaneous income."

Insert: "All income to UNDP shall be classified as miscellaneous income, except:

(a) The income from the contributions specified in this chapter;

(b) Direct refunds of expenditures in respect of programme activities during the approved duration of a programme activity, i.e., before the final allocation for UNDP assistance to a programme activity is made;

(c) Direct refund of expenditures in respect of the biennial support budget during the current biennium;

(d) Advances or deposits to funds;

(e) Revenue derived from the staff assessment plan";

Regulation 11.02:

"The distribution of resources among the different programme categories may be changed only by the Executive Board ~~on the basis of principles it shall have established~~".

Regulation 12.02:

Delete (c) of the Regulation and incorporate in the Financial Rules:

"The Administrator may determine a TRAC-1 threshold below which the approval process of the country cooperation framework shall be simplified. The Administrator shall inform the Executive Board and those programme countries to which the simplified process is applied of this threshold";

Regulation 14.04:

"Transfers between the appropriation lines for the biennium may be made by the Administrator, subject to limits as the Executive Board may specifically decide, with the prior concurrence of the Advisory Committee";

Regulation 16.06 (a):

"The administration by executing entities of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they ~~are appropriate~~ do not contravene the principles of the Financial Regulations and Rules of UNDP";

Regulation 16.07:

The Administrator shall establish, from time to time, in consultation with the Board of Auditors, criteria determining which UNDP programme activities executed by other entities other than organizations from the United Nations system are to be audited biennially. Such criteria shall be made available to the Board of Auditors."

2000/5

Revision to the United Nations Population Fund Financial Regulations

The Executive Board,

1. *Approves* the revisions to the United Nations Population Fund Financial Regulations as contained in document DP/FPA/2000/3, with amendments to regulations 2.1(k), 2.2C(ii), 2.2C(iv), 4.11, 5.5 and 17.2, as follows:

(a) *Regulation 2.1(k)*: "implementing agency", if other than the executing agency, shall mean an entity engaged by and accountable to the executing agency to provide programme/project inputs and deliver programme/project outputs.

(b) *Regulation 2.2C(ii)*: "co-financing" shall mean a resource mobilization modality through which contributions, as defined in 2.2C(iv), may be received in support of specified purposes consistent with the policies, aims and activities of UNFPA. These contributions may be in the form of cost-sharing or trust funds and shall be considered over and above the regular resources available for programmes.

(c) *Regulation 2.2C(iv)*: "contribution" shall mean cash or in-kind resources received from a Government or intergovernmental institution; United Nations agencies; or non-governmental sources, including foundations or private sector organizations, as well as individuals. Contributions cover programme costs as well as programme support and management and administration costs.

(d) *Regulation 4.11*: The Executive Director shall report annually to the Executive Board on contributions above $100,000 received from non-governmental sources.

(e) *Regulation 5.5*: The Executive Director shall require reimbursement of managerial and support services costs associated with the management and administration of trust funds up to the amount authorized by the Executive Board.

(f) *Regulation 17.2*: The Executive Director shall ensure that, except for organizations of the United Nations system, executing agencies shall require their auditors to follow, to the extent feasible, the audit principles and procedures prescribed for the United Nations with respect to funds obtained from or through UNFPA, and shall ensure that each project is audited periodically as required by the Executive Director, but at least once in its lifetime.

2. *Emphasizes* the continuing need for organizing, well in advance of the appropriate Executive Board session, informal consultations with Board Members on proposed draft changes of financial rules and regulations, with a view towards ensuring that the proposed changes and the rationale are fully and clearly explained in an appropriate and useful format;

3. *Recommends* that the United Nations Population Fund seek, whenever feasible, the views of the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) on proposed changes of terminology in the Financial Rules and Regulations, with a view toward harmonization;

4. *Encourages* the United Nations Population Fund and the United Nations Development Programme to consult each other on the feasibility of developing a common regulation concerning contributions from non-governmental sources and to report to the Executive Board at its third regular session 2000;

5. *Requests* the Executive Director to keep the Financial Regulations under active review, including with regard to taking into account any adjustment that may facilitate the implementation of the United Nations Development Assistance Framework and to consult accordingly with members of the Executive Board.

28 January 2000

2000/6

Overview of decisions adopted by the Executive Board at its first regular session 2000

The Executive Board

Recalls that during the first regular session 2000, it:

Item 1

Organizational matters

Elected the following members of the Bureau for 2000:

President: H.E. Mr. Vladimir Galuška (Czech Republic)

Vice-President: H.E. Mr. Gert Rosenthal (Guatemala)

Vice-President: Mr. Tetsuo Kondo (Japan)

Vice-President: Mr. Mathe Matthews Diseko (South Africa)

Vice-President: Mr. Le Hoai Trung (Viet Nam)

Approved the agenda and work plan for its first regular session 2000 (DP/2000/L.1) as orally amended;

Approved the reports of the annual session 1999 (DP/1999/28) and of the third regular session 1999 (DP/2000/1);

Approved the annual work plan 2000 for the UNDP/UNFPA Executive Board (DP/2000/CRP.1) as orally amended;

Agreed to the following schedule of future sessions of the Executive Board in 2000:

Second regular session 2000: 3-7 April 2000

Annual session 2000: 13-23 June 2000 (Geneva)

Third regular session 2000: 11-15 September 2000

Agreed to the following tentative schedule of future sessions of the Executive Board in 2001:

First regular session 2001:	[22 January-2 February 2001 or 29 January-10 February 2001]
[Second regular session 2001:	19-23 March 2001]
Annual session 2001:	14-25 May 2001 (New York)
Third regular session 2001:	10-14 September 2001

Agreed to the subjects to be discussed at the second regular session 2000 of the Executive Board, as listed in the tentative agenda and workplan contained in the annex to the present decision;

UNDP segment

Item 2
Business plans, 2000-2003

Adopted decision 2000/1 of 28 January 2000 on the Administrator's Business Plans, 2000-2003;

Took note of the report on the comprehensive assessment of the UNDP 2001 change process (DP/2000/3);

Item 3
Country cooperation frameworks and related matters

Approved the first country cooperation framework for Liberia (DP/CCF/LIR/1);

Took note of the following extensions of country cooperation frameworks:

First extension of the country cooperation framework for Angola	DP/CCF/ANG/1/EXTENSION I
First extension of the country cooperation framework for Mauritius	DP/CCF/MAR/1/EXTENSION I
First extension of the country cooperation framework for Seychelles	DP/CCF/SEY/1/EXTENSION I
First extension of the country cooperation framework for Swaziland	DP/CCF/SWA/1/EXTENSION I
First extension of the country cooperation framework for Indonesia	DP/CP/INS/5/EXTENSION I
First extension of the country cooperation framework for the Republic of Korea	DP/CCF/ROK/1/EXTENSION I
First extension of the country cooperation framework for Belarus	DP/CCF/BLR/1/EXTENSION I
First extension of the country cooperation framework for Bosnia and Herzegovina	DP/CCF/BIH/1/EXTENSION I
First extension of the country cooperation framework for Bulgaria	DP/CCF/BUL/1/EXTENSION I
First extension of the country cooperation framework for Croatia	DP/CCF/CRO/1/EXTENSION I
First extension of the country cooperation framework for the Czech Republic	DP/CCF/CZE/1/EXTENSION I
First extension of the country cooperation framework for Estonia	DP/CCF/EST/1/EXTENSION I
First extension of the country cooperation framework for The former Yugoslav Republic of Macedonia	DP/CCF/MCD/1/EXTENSION I
First extension of the country cooperation framework for Georgia	DP/CCF/GEO/1/EXTENSION I
First extension of the country cooperation framework for Hungary	DP/CCF/HUN/1/EXTENSION I
First extension of the country cooperation framework for Latvia	DP/CCF/LAT/1/EXTENSION I
First extension of the country cooperation framework for Lithuania	DP/CCF/LIT/1/EXTENSION I
First extension of the country cooperation framework for Malta	DP/CCF/MAT/1/EXTENSION I
First extension of the country cooperation framework for Poland	DP/CCF/POL/1/EXTENSION I
First extension of the country cooperation framework for the Republic of Moldova	DP/CCF/MOL/1/EXTENSION I
First extension of the country cooperation framework for the Russian Federation	DP/CCF/RUS/1/EXTENSION I

First extension of the country cooperation framework for Slovakia	DP/CCF/SLO/1/EXTENSION I
First extension of the country cooperation framework for Slovenia	DP/CCF/SVN/1/EXTENSION I
First extension of the fifth country programme for Turkey	DP/CP/TUR/5/EXTENSION I
First extension of the country cooperation framework for Ukraine	DP/CCF/UKR/1/EXTENSION I
First extension of the country cooperation framework for Saint Helena	DP/CCF/STH/1/EXTENSION I
First extension of the regional cooperation framework for Europe and the Commonwealth of Independent States	DP/RCF/REC/1/EXTENSION I

Took note of the following country reviews:

First country review report for Bangladesh (DP/CRR/BGD/1)

First country review report for Botswana (DP/CRR/BOT/1)

First country review report for China (DP/CRR/CPR/1)

First country review report for Kazakhstan (DP/CRR/KAZ/1)

First country review report for Kyrgyzstan (DP/CRR/KYR/1)

First country review report for Viet Nam (DP/CRR/VIE/1)

Adopted decision 2000/2 of 25 January 2000 on assistance to East Timor;

Item 4
Financial, budgetary and administrative matters

Adopted decision 2000/3 of 26 January 2000 on regular funding and cash-flow management;

Adopted decision 2000/4 of 28 January 2000 on the revised Financial Regulations and Rules;

UNDP/UNFPA segment

Item 5
Implementation of recommendations of the Board of Auditors

Took note of the UNDP report on implementation of recommendations of the Board of Auditors for the biennium 1996-1997 (DP/2000/6);

Took note of the UNFPA report on follow-up to the report of the Board of Auditors for 1996-1997: Status of implementation of recommendations (DP/FPA/2000/4);

Item 6
Field visits

Took note of the report of the field visit to Bulgaria and Georgia (DP/2000/CRP.2);

UNFPA segment

Item 7
Country programmes and related matters

Approved the following country programmes:

Assistance to the Government of the Islamic Republic of Iran (DP/FPA/IRN/3);

Assistance to the Government of Zimbabwe (DP/FPA/ZWE/4);

Approved the extension of and additional resources for the UNFPA country programme for Niger (DP/FPA/NER/4/EXT.1);

Approved the UNFPA intercountry programme, 2000-2003 (DP/FPA/2000/1), taking into account the comments of the Board as reflected in the report of the session;

Took note of the review of the UNFPA intercountry programme, 1996-1999 (DP/FPA/2000/1/Add.1);

Item 8
Financial, budgetary and administrative matters

Endorsed the standard rate of 7.5 per cent for reimbursement of administrative and operational support costs for UNFPA execution of co-financing trust-fund activities;

Adopted decision 2000/5 of 28 January 2000 on the revised UNFPA Financial Regulations;

Took note of the Report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2000/5);

Item 9
Technical advisory programme, 2000-2003

Took note of the selection of Bratislava, Slovakia, as the site of the UNFPA country technical services team office to cover countries with economies in transition;

Item 10
Other matters

Took note of the oral report on the outcome of the 2-3 December 1999 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health and the report of the meeting, as contained in DP/FPA/2000/CRP.2;

28 January 2000

Annex

Second regular session (3-7 April 2000)

Item 1	**Organizational matters**
DP/2000/L.2	Provisional agenda, annotations, list of documents
DP/2000/9	Report of the first regular session 2000
DP/2000/10	Decisions adopted at the first regular session 2000
UNFPA segment	
Item 2	**UNFPA: sector-wide approaches**
DP/FPA/2000/CRP.3	UNFPA involvement in sector-wide approaches
Item 3	**UNFPA multi-year funding framework**
DP/FPA/2000/6	UNFPA: Report on multi-year funding framework
Item 4	**Funding commitments to UNFPA**
DP/FPA/2000/CRP.4	Report on funding commitments to UNFPA
Joint UNDP/UNFPA segment	
Item 5	**Reports to the Economic and Social Council**
DP/2000/11	UNDP: Report to the Economic and Social Council
DP/FPA/2000/7	UNFPA: Report to the Economic and Social Council
UNDP segment	
Item 6	**Business plans**
DP/2000/14	Sharing new ground in post-conflict situations: The role of UNDP in reintegration programmes
DP/2000/18	Role of the United Nations Development Programme in crisis and post-conflict situations
Item 7	**Report on funding commitments to UNDP**
ORAL	Report on emerging results of the multi-year funding framework

DP/2000/CRP.6	Report on funding commitments to the United Nations Development Programme
Item 8	**Evaluation of the relationship between UNOPS and UNDP**
DP/2000/13	Evaluation of the relationship between the United Nations Office for Project Services and the United Nations Development Programme
Item 9	**Country cooperation frameworks and related matters**
DP/2000/12	Assistance to the People's Republic of the Congo: Note by the Administrator
DP/2000/16	Assistance to Afghanistan: Note by the Administrator
DP/2000/17	Earmarkings for the target for resource assignments from the core for 2000-2003
DP/CF/TCDC/1/EXT.1	Extension of the cooperation framework for technical cooperation among developing countries
DP/RCF/RLA/1/EXT.1	Extension of the first regional cooperation framework for Latin America
DP/CCF/ANG/1/EXT. 1	Extension of the country cooperation framework for Angola
DP/CCF/KYR/2	Second country cooperation framework for Kyrgyzstan
DP/CCF/ZIM/2	Second country cooperation framework for Zimbabwe
DP/CRR/CMB/1	First country review report for Cambodia
DP/CRR/UZB/1	First country review report for Uzbekistan
DP/CRR/ZIM/1	First country review report for Zimbabwe
Item 10	**UNIFEM**
DP/2000/15	UNIFEM: Strategy and Business Plan 2000-2003
Item 11	**Other matters**

Tentative work plan
Executive Board of UNDP/UNFPA
Second regular session 2000 (3 to 7 April 2000)

Day/date	*Time*	*Item*	*Subject*
Monday, 3 April	a.m.	1	Organizational matters: election of the Bureau; agenda and work plan; reports on the first regular session 2000
		3	UNFPA: Multi-year funding framework
	p.m.	3	UNFPA: Multi-year funding framework (continued)
		5	Reports to ECOSOC
Tuesday, 4 April	a.m.	7	UNDP: Funding commitments to UNDP
	p.m.	4	UNFPA: Funding commitments to UNFPA
Wednesday, 5 April	a.m.	6	UNDP: Business plans - Role of UNDP in crisis and post-conflict situations - Evaluation: Sharing new ground in post-conflict situations: Role of UNDP in reintegration programmes
	p.m.	8	Evaluation of relationship between UNOPS and UNDP
Thursday, 6 April	a.m.	9	UNDP: Country cooperation frameworks and related matters
	p.m.	10	United Nations Development Fund for Women
Friday, 7 April	a.m.	2	UNFPA: Sector-wide approaches
	p.m.	11	Other matters
			Pending decisions
		1	Organizational matters

2000/7
United Nations Development Fund for Women

The Executive Board

1. *Notes with appreciation* the results achieved by the United Nations Development Fund for Women in implementing the Strategy and Business Plan, 1997-1999, as contained in document DP/2000/15/Add.1;

2. *Recognizes* the significant progress made by the United Nations Development Fund for Women in becoming the centre of excellence within the operational activities for development of the United Nations system for innovative and catalytic programmes promoting women's empowerment and gender equality, in line with its mandate as contained in General Assembly resolution 39/125;

3. *Reaffirms* the focus of the United Nations Development Fund for Women on strategic interventions in its areas of comparative advantage and within its three thematic priorities, and on supporting innovative and experimental activities in implementing the Strategy and Business Plan within the context of the Beijing Platform for Action and of the follow-up to the five-year review of the Fourth World Conference on Women;

4. *Also reaffirms* the role of the United Nations Development Fund for Women in promoting gender-mainstreaming throughout operational activities for development of the United Nations system, in the context of the resident coordinator system and in particular within the common country assessment and United Nations Development Assistance Framework processes;

5. *Endorses* the programme focus, strategies and targets set out in the Strategy and Business Plan, 2000-2003, of the United Nations Development Fund for Women (DP/2000/15), taking into account the comments made by the Executive Board at its current session;

6. *Takes note with appreciation* of the conference room paper on UNIFEM execution of UNDP projects and programmes (DP/2000/CRP.7), prepared jointly by the two entities, and recommends that the Administrator include the United Nations Development Fund for Women among the organizations to which execution responsibility for United Nations Development Programme projects and programmes can be entrusted, with the understanding that such execution would be limited to cases in which the United Nations Development Fund for Women has a comparative advantage, where these programmes and projects cannot be executed by an appropriate national or regional entity, and where they are consistent with the strategies of the Fund set out in the Business Plan;

7. *Encourages* the United Nations Development Fund for Women to mobilize resources for its future activities from all available sources, including the private sector, and urges all Member States to contribute and to consider increasing their contributions to the United Nations Development Fund for Women.

6 April 2000

2000/8
UNFPA and sector-wide approaches

The Executive Board

1. *Notes with appreciation* the report on sector-wide approaches contained in document DP/FPA/2000/CRP.3;

2. *Encourages* UNFPA to strengthen further its participation in the design and execution of sector-wide approaches in accordance with its mandate and comparative advantage, and in particular regarding normative aspects, in the areas of reproductive health, including family planning and maternal and sexual health, and population and development strategies and its comprehensive advocacy for gender equality and the empowerment of women and requests the Executive Director to report thereon to the Executive Board in the annual report of the multi-year funding framework;

3. *Also encourages* UNFPA, where feasible, to play an advocacy role to ensure that reproductive health and rights and population variables are included in other relevant sectors;

4. *Urges* UNFPA in its involvement in sector-wide approaches to pay increased attention to the growing problems caused by the HIV/AIDS epidemic;

5. *Endorses* UNFPA participation, on a case-by-case basis, in common-basket funding arrangements in sector-wide approaches where UNFPA is satisfied that adequate monitoring, reporting and accounting mechanisms are in place, taking into account the views expressed by the Executive Board at its second regular session 2000 and in this respect encourages UNFPA to join with partners to support and strengthen programme country systems for monitoring, reporting and accounting, where feasible;

6. *Requests* UNFPA to track carefully its involvement in sector-wide approaches, compiling lessons learned and good practices, including the impact UNFPA participation in common baskets has on the achievement of the multi-year funding framework outputs, and to share this knowledge with the Executive Board and, where appropriate, with Governments, donors, partners in the United Nations system and civil society organizations;

7. *Also requests* the Executive Director to keep UNFPA financial regulations under active review, taking into account any adjustment that may facilitate the full participation of UNFPA in sector-wide approaches and to present proposals on this issue to the Executive Board at its first regular session 2002 after having submitted it to the Advisory Committee on Administrative and Budgetary Questions;

8. *Further requests* UNFPA, in collaboration with United Nations Development Group partners, where appropriate, to ensure adequate staff training on sector-wide approaches to enable the full participation of UNFPA in the processes.

6 April 2000

2000/9
UNFPA multi-year funding framework, 2000-2003

The Executive Board

1. *Reaffirms* its decision 99/5 on the UNFPA multi-year funding framework (MYFF);

2. *Notes with appreciation* the report of the Executive Director on the multi-year funding framework, 2000-2003 (DP/FPA/2000/6);

3. *Welcomes* the significant achievements of UNFPA both at headquarters and in the field in developing the multi-year funding framework;

4. *Welcomes* the strategic direction of the multi-year funding framework and looks forward to its continued implementation;

5. *Requests* the Executive Director to implement the multi-year funding framework, 2000-2003, taking into account the views expressed at the Executive Board at its second regular session 2000, and the previous relevant decisions;

6. *Notes* the funding scenarios accompanying the results framework as representing UNFPA resource mobilization targets and encourages all countries in a position to do so to assist UNFPA to reach a total figure of regular and supplementary resources of $1,434 million for the period 2000-2003;

7. *Requests* the Executive Director to provide updated estimates of regular and supplementary resources in the multi-year funding framework at the third regular session 2000;

8. *Encourages* UNFPA, in consultation with the Executive Board, to evaluate regularly the actual and projected resource situation, taking into account resources received in order to contribute to programme effectiveness, and thereby to encourage all countries in a position to do so to increase their contributions to UNFPA;

9. *Requests* the Executive Director, in consultation with the Executive Board, to continue to develop and refine the multi-year funding framework as a strategic management tool at corporate and country levels, which integrates programme objectives, resources, budget and outcomes, with the objective of increasing core resources, taking into account experiences gained as the framework is implemented as well as the views expressed by members of the Executive Board at the second regular session 2000, *inter alia*,

(a) Refinement of outputs and time bound indicators;

(b) Refinement of the linkages between strategies, goals and outputs;

(c) Further exploration of the methodology for evaluating the relationship between results and available resources, recognizing that there is no direct, one-to-one statistical link between resources and results;

(d) Further development of UNFPA resource mobilization strategy;

10. *Reiterates* the need for the full engagement of programme countries at all stages in the elaboration, monitoring and reporting of the results framework;

11. *Requests* the Executive Director, from 2001 onwards and in conjunction with the announcement of voluntary core contributions to UNFPA, to report every year at the annual session, as per paragraph 81 of document DP/FPA/2000/5, on:

(a) Annual progress in contributing to the goals and achieving the outputs identified in the results framework and;

(b) Status of financial implementation of the resources framework;

12. *Also requests* the Executive Director to report to the Executive Board at its annual session 2001 and annually thereafter, on the development and refinement of the multi-year funding framework;

13. *Requests* the Executive Director to present a detailed report at its annual session 2003 on the results achieved in the cycle, lessons learned, and their implications for priority setting and formulation of the multi-year funding framework for the subsequent cycle taking into account the need to harmonize UNDP/UNFPA/UNICEF reporting cycles.

7 April 2000

2000/10
Overview of decisions adopted by the Executive Board at its second regular session 2000

The Executive Board

Recalls that during the second regular session 2000, it:

Item 1
Organizational matters

Approved the agenda and work plan for its second regular session 2000 (DP/2000/L.2 and Rev.1) as orally amended;

Approved the report of the first regular session 2000 (DP/2000/9);

Agreed to the following schedule of sessions of the Executive Board in 2000 and 2001:

Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	25-29 September 2000*
First regular session 2001:	29 January-10 February 2001
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001

Agreed to the work plan for the annual session 2000 of the Executive Board, contained in the annex to the present decision;

Took note of the Administrator's plan to pursue consultations with all partners to explore their individual interest in convening a ministerial-level meeting to address the current funding situation of the organization at the earliest appropriate date, taking into account all comments made during this session on that issue;

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* Subject to the approval of the Committee on Conferences

UNFPA segment

Item 2
UNFPA sector-wide approaches

Adopted decision 2000/8 of 6 April 2000 on UNFPA and sector-wide approaches.

Item 3
UNFPA multi-year funding framework

Adopted decision 2000/9 of 7 April 2000 on the UNFPA multi-year funding framework, 2000-2003;

Item 4
Funding commitments to UNFPA

Took note of the report on funding commitments to UNFPA (DP/FPA/2000/CRP.4);

Joint UNDP/UNFPA segment

Item 5
Reports to the Economic and Social Council

Took note of the reports of the Administrator (DP/2000/11) and the Executive Director (DP/FPA/2000/7) to the Economic and Social Council and agreed to transmit them to the Economic and Social Council with comments made thereon.

Decided to transmit Executive Board decision 99/20 on the United Nations Revolving Fund for Natural Resources Exploration to the Economic and Social Council.

UNDP segment

Item 6
Business plans

Took note of the report Meeting the challenge: the role of UNDP in crisis, post-conflict and recovery situations, 2000-2003 (DP/2000/18) and invited the Administrator to present to the Executive Board, at its first regular session 2001, a document that further elaborates on the specific role of the United Nations Development Programme in special development situations and to present concrete plans for its further implementation after a full and wide-ranging consultation process;

Took note of the executive summary of the evaluation: "Sharing new ground in post-conflict situations: the role of UNDP in reintegration programmes" (DP/2000/14);

Item 7
Funding commitments to UNDP

Took note of the oral report on the emerging results of the multi-year funding framework;

Took note of the report on regular funding commitments to the United Nations Development Programme and its associated funds and programmes for 2000 and onwards (DP/2000/CRP.6 and DP/2000/CRP.9);

Item 8
Evaluation of relationship between UNOPS and UNDP

Took note of the executive summary of the evaluation of the relationship between the United Nations Office for Project Services and the United Nations Development Programme (DP/2000/13) and the note on the evaluation of relationship between UNOPS and UNDP: a joint review of the recommendations (DP/2000/CRP.8) and decided to revert to this item at its annual session 2001;

Item 9
Country cooperation frameworks and related matters

Authorized the Administrator to approve assistance to the Republic of the Congo on a project-by-project basis for 2000-2001;

Authorized the Administrator to approve assistance for Afghanistan on a project-by-project basis for the period 2000-2003;

Took note of the report on earmarkings for the target for resource assignments from the core for 2000-2003 (DP/2000/17);

Took note of the following extensions of country and regional cooperation frameworks:

First extension of the cooperation framework for technical cooperation among developing countries	DP/CF/TCDC/1/EXTENSION I
First extension of the first country cooperation framework for Anguilla	DP/CCF/ANL/1/EXTENSION I
First extension of the first country cooperation framework for Barbados	DP/CCF/BAR/1/EXTENSION I
First extension of the first country cooperation framework for the British Virgin Islands	DP/CCF/BVI/1/EXTENSION I

First extension of the first country cooperation framework for Dominica	DP/CCF/DMI/1/EXTENSION I
First extension of the first country cooperation framework for Granada	DP/CCF/GRN/1/EXTENSION I
First extension of the first country cooperation framework for Guyana	DP/CCF/GUY/1/EXTENSION I
First extension of the first country cooperation framework for Saint Lucia	DP/CCF/STL/1/EXTENSION I
First extension of the first country cooperation framework for Saint Vincent and the Grenadines	DP/CCF/STV/1/EXTENSION I
First extension of the first regional cooperation framework for Latin America	DP/RCF/RLA/1/EXTENSION I

Approved the following country cooperation frameworks:

Second country cooperation framework for Kazakhstan	DP/CCF/KAZ/2
Second country cooperation framework for Kyrgyzstan	DP/CCF/KYR/2 and Corr.1
Second country cooperation framework for Zimbabwe	DP/CCF/ZIM/2

Took note of the following country reviews:

First country review report for Cambodia	DP/CRR/CMB/1
First country review report for Uzbekistan	DP/CRR/UZB/1
First country review report for Zimbabwe	DP/CRR/ZIM/1

Item 10
United Nations Development Fund for Women

Adopted decision 2000/7 of 6 April 2000 on the United Nations Development Fund for Women: Strategy and Business Plan, 2000-2003.

Item 11
Other matters

7 April 2000

Tentative work plan
Executive Board of UNDP/UNFPA
Annual session 2000, Geneva (13 to 23 June 2000)

Day/date	*Time*	*Item*	*Subject*
Tuesday, 13 June	a.m.	1	Organizational matters: Adoption of the agenda and agreement on the work plan
			UNFPA segment
		2	Report of the Executive Director for 1999
	p.m.		*UNFPA Special Event*
			Panel Discussion: Adolescent Reproductive Health
Wednesday, 14 June	a.m.	2	Report of the Executive Director for 1999 (continued)
		3	ICPD+5
	p.m.	7	Emergency assistance
Thursday, 15 June	a.m.	6	UNFPA programming process
	p.m.	4	Evaluation
Friday, 16 June	a.m.	5	Information and communication
			Pending decisions
	p.m.		**UNDP/UNFPA joint segment**
		8	Internal audit and oversight
		14	Other matters: UNAIDS
Monday, 19 June	a.m.		**UNDP segment**
		9	Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR)
	p.m.	9	Annual report of the Administrator for 1999, including the ROAR (continued)
Tuesday, 20 June	a.m.	9	Annual report of the Administrator for 1999, including the ROAR (continued)
		10	Communication and advocacy strategy
	p.m.	11	United Nations Volunteers
Wednesday, 21 June	a.m.	12	Country cooperation frameworks and related matters
	p.m.		*UNDP Special Event*
			Debate on the future of United Nations operational activities for development (*timing tentative*)
Thursday, 22 June	a.m.	13	United Nations Office for Project Services
			– Annual report of the Executive Director
			– Responsibility of UNOPS for personnel matters (dec. 99/17)

Day/date	*Time*	*Item*	*Subject*
	p.m.	13	United Nations Office for Project Services (continued)
	Evening		*Informal meeting with NGOs/CSOs*
Friday, 23 June	a.m.	1	Organizational matters
	p.m.		Pending decisions

2000/11
Future programme directions of UNFPA in light of the outcome of the ICPD+5

The Executive Board

1. *Takes note* of document DP/FPA/2000/9 and of the views expressed thereon at the annual session 2000;

2. *Endorses* the continuing use of UNFPA's three core programme areas: reproductive health, including family planning and sexual health; population and development strategies; and advocacy;

3. *Emphasizes* that UNFPA support should be focused on meeting the priority needs as identified by programme countries within the three core programme areas;

4. *Endorses* the proposed substantive focus within each core programme area as set forth in document DP/FPA/2000/9, and in particular encourages UNFPA to:

(a) Fulfil its leadership role as an advocate at global and national levels for reproductive health, population and development issues, and actions agreed at the International Conference on Population and Development (ICPD) and at the twenty-first special session of the General Assembly on the ICPD+5;

(b) Help to ensure that ICPD goals and ICPD+5 benchmarks of particular concern to UNFPA are achieved, through its role in:

(i) Supporting development of population and development strategies, and helping to strengthen national capacity for data systems, analysis and population policy formulation, including for tracking progress in reproductive health and other key national population indicators;

(ii) Leading and supporting action on reproductive health, including family planning and sexual health, effective measures in the areas of maternal and adolescent reproductive health, prevention of sexually transmitted diseases, including HIV/AIDS, and reproductive health commodity security;

(iii) Advocating these goals and benchmarks with the aim of moving reproductive health up on the development agenda and of promoting policy changes as appropriate;

(iv) Working under the leadership of concerned programme country governments and in consultation with other development partners to ensure that population and development issues and reproductive health are properly addressed and coordinated in country-level programmes, including sector-wide approaches in health, education and other sectors, and other appropriate development assistance efforts;

5. *Endorses* the Fund's overall approach to collaboration and coordination within the United Nations system, and with other relevant stakeholders and organizations, and at the country level under the leadership of the concerned programme country government;

6. *Requests* the Executive Director to reflect and take account of the priorities outlined in the present decision in developing and refining the multi-year funding framework, as requested by the Executive Board in its decision 2000/9;

7. *Notes* with grave concern the financial situation facing UNFPA in fulfilling its leadership role as outlined above and the critical need for increased mobilization of resources from all sources, particularly from bilateral donors, the private sector, foundations and other appropriate sources.

16 June 2000

2000/12
UNFPA programming process

The Executive Board

1. *Takes note* with appreciation of the report on the UNFPA programming approval process (DP/FPA/2000/11);

2. *Welcomes* progress towards the development of a more inclusive country programme preparation process with enhanced national ownership;

3. *Emphasizes* the need for further harmonization and standardization of programmes and programming procedures for all United Nations funds and programmes within the United Nations Development Group;

4. *Also emphasizes* the need for such further harmonization efforts to provide the basis for a substantive, timely and joint oversight function of the respective Executive Boards;

5. *Requests* UNFPA to propose to the other members of the United Nations Development Group the establishment of a working group with the objective of developing a common programme approval process, taking into consideration paragraphs 3 and 4 of the present decision;

6. *Requests* UNFPA to report to the Executive Board at the annual session 2001on progress and future options in the programming process.

16 June 2000

2000/13
Ensuring reproductive health in emergency situations

The Executive Board

1. *Takes note* of the report of the Executive Director "Ensuring reproductive health in especially difficult circumstances: UNFPA programme experience and challenges" (DP/FPA/2000/12);

2. *Encourages* UNFPA, within its mandate, to provide appropriate and timely support in emergencies, as outlined in the report;

3. *Appeals* to UNFPA to ensure close cooperation in the framework of the existing international coordination mechanisms and to incorporate reproductive health issues in a timely manner in health responses to emergencies;

4. *Encourages* UNFPA to continue to seek extrabudgetary resources for support of population and reproductive health in emergencies, whenever possible through the United Nations Consolidated Appeal Process;

5. *Urges* members of the Fund to respond in a timely manner so that such appeals from UNFPA are adequately funded;

6. *Endorses* the use of up to $1 million of regular resources per year from the interregional programme for reproductive health needs in special circumstances as a leveraging base from which to build appeals for extrabudgetary resources, as set out in the annex to the present decision;

7. *Encourages* UNFPA to evaluate its organizational capacity and systematize its responses to reproductive health needs in special circumstances and to monitor and evaluate its overall performance in this regard;

8. *Requests* the Executive Director to include in her annual report a summary of activities funded by these resources.

16 June 2000

Annex

1. The emergency funds could be accessed in situations where serious and immediate population and reproductive health needs are clearly identified but where any of the three following criteria apply:

(a) Regular country programme funds are not available at all;

(b) Country programme funds are not immediately available but could be used at a later date for reimbursement with the approval of the government;

(c) Donor support for the UNFPA component of a Consolidated Appeal Process has been committed but funds are not yet in hand.

In the last two cases, the reserve would support the cost of immediate needs and would then be reimbursed.

2. UNFPA will continue to seek extrabudgetary resources for support of population and reproductive health in crisis situations, considering the $1 million of regular resources per year from the interregional programme for reproductive health needs in special circumstances as a leveraging base from which to build appeals for such resources.

2000/14
United Nations Volunteers

The Executive Board

1. *Takes note* with appreciation of the report of the Administrator on the activities of the United Nations Volunteers programme during the 1998-1999 biennium (DP/2000/24) and the significant growth achieved during that period;

2. *Welcomes* the use of the UNDP strategic results framework, including the way in which it encompasses United Nations Volunteers support to the United Nations system as a whole;

3. *Reaffirms* the importance as well as the value-added of the United Nations Volunteers programme at the global, regional and national levels, including in poverty reduction, electoral support and the promotion of South-South collaboration;

4. *Welcomes* the contribution of the United Nations Volunteers programme to national capacity-building and sustainable development through, in particular, the expanded mobilization of national UNV volunteers;

5. *Supports* the relevant bridging role that UNV volunteers can play in the transition from humanitarian assistance to reconstruction and rehabilitation and to longer-term sustainable development;

6. *Decides* that the theme of the special event at its annual session 2001 will be volunteering in the framework of the International Year of Volunteers and the thirtieth anniversary of the United Nations Volunteers programme.

22 June 2000

2000/15
Annual report of the Administrator for 1999

The Executive Board

1. *Takes note* of the annual report of the Administrator (DP/2000/23 and Add.2 and 3) and requests the Administrator to take fully into account the views expressed by States members of the Programme in this regard, and also takes note of the results-oriented annual report (DP/2000/23/Add.1 and DP/2000/CRP.10) together with the views expressed thereon;

2. *Commends* the Administrator and his staff for the efforts made in preparing the results-oriented annual report;

3. *Encourages* the promotion and further refinement of the results-oriented annual report process as an integral part of the multi-year funding framework, in consultation with States members of the Programme.

23 June 2000

2000/16

Annual report of the Executive Director on the activities of the United Nations Office for Project Services

The Executive Board

1. *Takes note* of the report of the Executive Director of the United Nations Office for Project Services (DP/2000/25), including operation in accordance with the self-financing principle in relation to recurring administrative expenditure;

2. *Emphasizes* again the importance of effective follow-up of the report on the evaluation of the relationship between the United Nations Development Programme and the United Nations Office for Project Services and requests that a progress report be submitted to the Executive Board at its third regular session 2000 on the implementation of the recommendations contained in the evaluation,

3. *Requests* the Management Coordination Committee to assist with urgency the United Nations Office for Project Services and the United Nations Development Programme in overcoming the difficulties detailed in paragraphs 48-50 of document DP/2000/25;

4. *Takes note* of the fact that a drawdown from the operational reserve of the United Nations Office for Project Services was effected in 1999, in the amount of $13.8 million, to cover part of the non-recurring expenditure;

5. *Notes* with concern that the cost of relocating the headquarters of the United Nations Office for Project Services has risen from $8.5 million to $14 million and requests the Executive Director to inform the Executive Board regularly on the timing and means of reconstituting the operational reserve;

6. *Requests* the Executive Director to submit at the third regular session 2000 a report on steps taken to implement decision 99/17 of 15 September 1999 and to submit at the first regular session 2001 a detailed report on the steps taken to implement the delegation of personnel authority;

7. *Also requests* the Executive Director to submit at the third regular session 2000, a new, justified proposal with regard to the upgrading of two existing posts from the P-5 level to the D-1 level; and also to present a report reviewing the current procedures for approval of the establishment of posts at the D-1 level outlined in Executive Board decision 94/32 of 10 October 1994, with the view of achieving a practice that is more consistent with the establishment of posts at all levels up to and including the P-5 level.

23 June 2000

2000/17

Overview of decisions adopted by the Executive Board at its annual session 2000

The Executive Board

Item 1
Organizational matters

Approved the agenda and work plan for its annual session 2000 (DP/2000/L.3) as orally amended;

Approved the report of the second regular session 2000 (DP/2000/20);

Agreed to the following schedule of sessions of the Executive Board in 2000 and 2001:

Third regular session 2000:	25-29 September 2000*
First regular session 2001:	29 January-10 February 2001
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001*

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* Subject to approval by the Committee on Conferences.

Agreed to the work plan for the third regular session 2000 of the Executive Board, contained in the annex to the present decision;

Held a UNFPA special event on "Adolescent Reproductive Health" on 13 June 2000;

Held a UNDP special event on "Contribution to the debate on the United Nations operational activities for development and the key role of partnerships" on 22 June 2000;

UNFPA segment

Item 2
Report of the Executive Director for 1999

Took note of the report of the Executive Director for 1999 (DP/FPA/2000/8 (Part I and Part I Add.1, Part II and Corr.1 and Part III), with comments made thereon;

Item 3
ICPD+5

Adopted decision 2000/11 of 16 June 2000 on future programme directions of UNFPA in light of the outcome of the ICPD+5;

Item 4
Evaluation

Took note of the periodic report on UNFPA's evaluation activities (DP/FPA/2000/10);

Item 5
Information and communication strategy

Took note of the oral report on the implementation of the UNFPA information and communication strategy;

Item 6
UNFPA programming process

Adopted decision 2000/12 of 16 June 2000 on the UNFPA programming process;

Item 7
Emergency assistance

Adopted decision 2000/13 of 16 June 2000 on ensuring reproductive health in emergency situations;

Joint UNDP/UNFPA segment

Item 8
Internal audit and oversight

Took note of the reports on internal audit and oversight activities of the United Nations Development Programme (DP/2000/21), of the United Nations Population Fund (DP/FPA/2000/13) and of the United Nations Office for Project Services (DP/2000/25/Add.1);

UNDP segment

Item 9
Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR)

Adopted decision 2000/15 of 23 June 2000 on the annual report of the Administrator for 1999;

Item 10
Communication and advocacy strategy

Took note of the oral report on UNDP corporate communication and advocacy strategy;

Item 11
United Nations Volunteers

Adopted decision 2000/14 of 22 June 2000 on United Nations Volunteers;

Item 12
Country cooperation frameworks and related matters

Approved the following country cooperation frameworks:

Second country cooperation framework for Azerbaijan	DP/CCF/AZE/2
Second country cooperation framework for the Islamic Republic of Iran	DP/CCF/IRA/2
Second country cooperation framework for Romania	DP/CCF/ROM/2
Second country cooperation framework for Turkmenistan	DP/CCF/TUK/2

Approved the following extension of the first country cooperation framework:

First extension of the first country cooperation framework for Brazil	DP/CCF/BRA/1/EXT.1

Took note of the following extensions of country cooperation frameworks:

First extension of the first country cooperation framework for Argentina	DP/CCF/ARG/1/EXT.1
First extension of the first country cooperation framework for Chile	DP/CCF/CHI/1/EXT.1
First extension of the first country cooperation framework for Uruguay	DP/CCF/URU/1/EXT.1

Item 13
United Nations Office for Project Services

Adopted decision 2000/16 of 23 June 2000 on the annual report of the Executive Director for 1999;

Took note of the report of the Executive Director on the updated

Item 14
Other matters

Took note of the report on the field visit to Mali and Mauritania (DP/2000/CRP.11 and Corr.1);

Took note of the report on the field visit to Cambodia (DP/2000/CRP.12).

23 June 2000

Tentative work plan
Executive Board of UNDP/UNFPA
Third regular session 2000 (25 to 29 September 2000)

Day/date	*Time*	*Item*	*Subject*
Monday, 25 September	a.m.	1	Organizational matters: agenda and work plan; report on the annual session 2000; list of items to be taken by the Executive Board in 2001
			UNFPA segment
		2	Resource allocation system
	p.m.	2	Resource allocation system (continued)
Tuesday, 26 September	a.m.	3	Financial, budgetary and administrative matters
	p.m.	4	Technical advisory programme
		5	Country programmes and related matters
Wednesday, 27 September	a.m.		**UNDP segment**
		6	United Nations Office for Project Services
	p.m.	7	Financial, budgetary and administrative matters
Thursday, 28 September	a.m.	7	Financial, budgetary and administrative matters (continued)
	p.m.	8	Evaluation
Friday, 29 September	a.m.	9	Country cooperation frameworks and related matters
	p.m.	10	Technical cooperation among developing countries
			Pending decisions
		11	Other matters
		1	Organizational matters

2000/18

Expression of appreciation to Dr. Nafis Sadik, Executive Director of the United Nations Population Fund, 1987-2000

The Executive Board

Noting with sadness that Dr. Nafis Sadik will retire from her position as Executive Director of the United Nations Population Fund, effective 31 December 2000,

Commending the visionary and courageous leadership of Dr. Sadik as Executive Director of the United Nations Population Fund and acknowledging her central role in bringing population and development issues to the forefront of the international agenda, recognizing in particular her championing of reproductive health and rights, gender equity and equality, the empowerment of women and the needs of adolescents,

Recognizing the vital role of Dr. Sadik as Secretary-General of the International Conference on Population and Development in Cairo, Egypt, in 1994, and in particular her determination and dynamism in facilitating the forging of a consensus among 179 States on the Programme of Action of the International Conference on Population and Development, and recognizing also her key role in the ICPD+5 review and appraisal process and her commitment to the coordinated follow-up to the recent United Nations global conferences,

Acknowledging her deep dedication to assisting countries around the world in implementing the Programme of Action of the International Conference on Population and Development, with particular attention to national priorities and particularities,

Also acknowledging her unrelenting commitment to advocating on behalf of and giving voice to the many voiceless women around the world, *inter alia* through promoting and enhancing their reproductive health and well-being,

Recognizing her leadership role in forging strategic partnerships with the private sector and civil society, including non-governmental organizations, private foundations and other stakeholders and actors in the field of population and development,

Also recognizing her tireless efforts and strong commitment to the United Nations reform process and her dynamic and active participation in the Executive Committee of the United Nations Development Group,

1. *Expresses its deep appreciation and gratitude* to Dr. Nafis Sadik for her effective management and distinguished leadership of the United Nations Population Fund from 1987 to 2000, for her accomplishments and for her deep commitment to population and development;

2. *Extends its best wishes* to Dr. Nafis Sadik for a long and happy life and for continued success in all her future undertakings.

26 September 2000

2000/19
Review of the system for the allocation of UNFPA resources to country programmes

The Executive Board

1. *Takes note* of the report on the quinquennial review of the system for the allocation of UNFPA resources to country programmes (DP/FPA/2000/14);

2. *Strongly reaffirms* that the impact of UNFPA operational activities must be enhanced by, *inter alia*, a substantial increase in their funding on a predictable, continuous and assured basis, commensurate with the increasing needs of developing countries, as well as through the full implementation of General Assembly resolutions 47/199, 48/162, 50/120, 53/192 and parts relevant to operational activities for development of General Assembly resolution 52/12 B;

3. *Endorses* the approach for resource allocation as contained in document DP/FPA/2000/14, including both the indicators and threshold levels towards meeting the goals of the International Conference on Population and Development (ICPD) as well as the indicators that address the Key Actions for the Further Implementation of the Programme of Action of the ICPD, as adopted by the 21st Special Session of the General Assembly;

4. *Decides* that the updated resource allocation system contained in document DP/FPA/2000/14 should take effect at the beginning of the new programme cycle for any given country; in the case an upgrading country faces particularly adverse circumstances, its new resource allocation level should be implemented on a gradual basis, during a prudent transitory period;

5. *Reaffirms* the procedure for categorizing countries into Groups A, B and C as outlined in the report; approves the relative share of resources presented in table 5 of the report; and requests UNFPA to make special efforts to achieve the target shares for Group A countries as set out in table 5;

6. *Recommends* that the distribution of resources to individual countries, and particularly to those changing category, be made in a flexible manner, taking into account the need to ensure that the gains already made are not compromised;

7. *Endorses* that a grace period be accorded to the four new category O countries during which their programmes would be gradually phased out in a flexible manner;

8. *Recalls* its decision 96/15, in which the Executive Board, *inter alia*:

(a) Decided that the United Nations Population Fund, while using a flexible approach, should give special attention to the least developed countries, low-income countries and Africa;

(b) Also recognized the need to address the problems of significant social sectors and areas not reflected in national average indicators;

9. *Recognizes* that some countries may still continue to require programme support in selected thematic areas to assure that the gains already made are not compromised;

10. *Requests* the United Nations Population Fund, in recognition of the principle of universality, to make all efforts to maintain appropriate presence and visibility in all programme countries, including those in categories C, O and T;

11. *Further requests* the Executive Director to undertake a further quinquennial review of the system for resource allocation, including an assessment of the indicators and their threshold levels, and to report to the Executive Board in the year 2005; the assessment should be made in close consultation with all countries concerned, with a view to avoiding their duplication, as well as to ensuring their transparency, consistency and reliability.

28 September 2000

2000/20
UNOPS revised budget estimates for the biennium 2000-2001

The Executive Board

1. *Takes note* of the report of the Executive Director on revised budget estimates for the biennium 2000-2001 (DP/2000/37 and Corr.1 and DP/2000/37/Add.1 and Corr.1);

2. *Approves* the revised budget estimates for the biennium 2000-2001 in the amount of $106.3 million;

3. *Decides*, pursuant to UNOPS Financial Regulation 7.5, that the Executive Director shall have authority to incur expenditure, both personnel and administrative-related, in an amount not to exceed 5 per cent of the approved budget estimates for the biennium in order to respond to unanticipated changes in business acquisition that are supported by unspent and/or projected income;

4. *Approves* the staffing level as proposed for the biennium 2000-2001;

5. *Approves* the reclassification of two posts at the P-5 level to the D-1 level;

6. *Endorses* the view of the Advisory Committee on Administrative and Budgetary Questions that the replenishment of the operational reserve should start earlier than 2002 if the income and expenditure of UNOPS so permit;

7. *Requests* the Executive Director to work toward the replenishment of the operational reserve as a matter of urgency and to report to the annual session 2001 as part of the consolidated UNOPS report on the measures needed to restore the operational reserve to its prescribed level.

28 September 2000

2000/21

Responsibility of the United Nations Office for Project Services in personnel matters

The Executive Board

1. *Takes note* of the report of the Executive Director (DP/2000/30) and of the fact that delegation of authority in personnel matters has been provided to the Executive Director by the Administrator;

2. *Requests* the Executive Director to report at the annual session 2001, as part of the consolidated UNOPS report, on measures taken to ensure the proper discharge of the delegated authority and on the impact, if any, of the continuing need for advance approval of the Executive Board for the establishment of posts at the D-1 level and above.

29 September 2000

2000/22

Progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: Joint review of recommendations

The Executive Board

1. *Recalls* its decision 2000/16;

2. *Takes note* of the report contained in document DP/2000/35;

3. *Urges* the Administrator and the Executive Director to ensure action, without further delay, on the outstanding recommendations of the evaluation as a matter of urgency;

4. *Requests* the Administrator and the Executive Director to submit to the Executive Board at its annual session 2001 a detailed report on progress achieved on all recommendations of the evaluation report.

28 September 2000

2000/23

Strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the United Nations Convention to Combat Desertification

The Executive Board

1. *Takes note* of the report on strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the UNCCD (DP/2000/CRP.14);

2. *Invites* the United Nations Development Programme to explore with the Secretariat of the United Nations Convention to Combat Desertification practical modalities for supporting the ongoing national consultative processes of the Convention on partnership-building through the round-table mechanism;

3. *Encourages* the United Nations Development Programme to contribute to capacity-building and resources mobilization, particularly through its regional and national offices, with a view to assisting affected developing countries to implement the United Nations Convention to Combat Desertification effectively at the national, subregional and regional levels;

4. *Invites* the Administrator to report to the Executive Board at its annual session 2001 on the implementation of the present decision.

29 September 2000

2000/24

Overview of decisions adopted by the Executive Board at its third regular session 2000

The Executive Board

Recalls that during the third regular session 2000, it:

Item 1

Organizational matters

Approved the agenda and work plan for its third regular session 2000 (DP/2000/L.4) as orally amended;

Approved the report of the annual session 2000 (DP/2000/27);

Agreed to the following schedule of sessions of the Executive Board in 2001:

First regular session 2001: 29 January-6 February 2001 (7 working days)
Annual session 2001: 11-22 June 2001 (New York)
Second regular session 2001: 10-14 September 2001*

Agreed to the work plan for the first regular session 2001 of the Executive Board, contained in the annex to the present decision;

Took note of the list of items for 2001 as reflected in the outline for the Executive Board work plan 2001 (DP/2000/CRP.13);

Adopted decision 2000/18 of 26 September 2000, Expression of appreciation to Dr. Nafis Sadik, Executive Director of the United Nations Population Fund, 1987-2000;

UNFPA segment

Item 2

Resource allocation system

Adopted decision 2000/19 of 28 September 2000 on the system for the allocation of UNFPA resources to country programmes;

Item 3

Financial, budgetary and administrative matters

Took note of the report on the UNFPA annual financial review, 1999 (DP/FPA/2000/15 and Corr.1 (Chinese, English and Russian only));

Took note of the oral report on the updated estimates of UNFPA income for 2000;

Item 4

Technical advisory programme

Took note of the progress report on the implementation of Technical Advisory Programme arrangements (DP/FPA/2000/16);

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* Subject to approval by the Committee on Conferences

Item 5

Country programmes and related matters

Approved assistance to the Governments of Cambodia (DP/FPA/KHM/2) and Viet Nam (DP/FPA/VNM/6);

UNDP segment

Item 6

United Nations Office for Project Services

Adopted decision 2000/20 of 28 September 2000 on UNOPS revised budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNOPS revised budget estimates and procedures for establishing posts at the D-1 level (DP/2000/38);

Took note of the report on UNOPS statistical annex (DP/2000/37/Add.1 and Corr.1);

Adopted decision 2000/21 of 29 September 2000 on the responsibility of the United Nations Office for Project Services in personnel matters;

Item 7

Financial, budgetary and administrative matters

Took note of the report on the UNDP annual review of the financial situation, 1999 (DP/2000/29 and Add.1);

Took note of the oral update on the budget for the biennium 2000-2001 (decision 99/23);

Took note of the report on updated resource allocation framework and revised MYFF (DP/2000/31) and agreed to consider a revised integrated resources framework in conjunction with the biennial budget for 2002-2003 at the second regular session 2001;

Took note of the report on activities of the Inter-Agency Procurement Services Office (DP/2000/33) and recommended that the Office continue to explore ways in which the expanded use of collective pricing agreements can be coordinated with other entities of the United Nations system;

Took note of the report on United Nations system technical cooperation expenditure, 1999 (DP/2000/39) and the addendum to the report (DP/2000/39/Add.1);

Item 8

Evaluation

Took note of the report of the Administrator on evaluation (DP/2000/34);

Adopted decision 2000/22 of 28 September 2000 on the progress report on follow-up to the evaluation of the UNDP/UNOPS relationship.

Item 9

Country cooperation frameworks and related matters

Approved the following country cooperation frameworks:

Second country cooperation framework for Armenia	DP/CCF/ARM/2
Second country cooperation framework for Czech Republic	DP/CCF/CZE/2
Second country cooperation framework for Hungary	DP/CCF/HUN/2
Second country cooperation framework for Maldives	DP/CCF/MDV/2
Second country cooperation framework for Poland	DP/CCF/POL/2
Second country cooperation framework for Slovakia	DP/CCF/SLO/2
Second country cooperation framework for Slovenia	DP/CCF/SVN/2
Second country cooperation framework for Uzbekistan	DP/CCF/UZB/2
Second country cooperation framework for Viet Nam	DP/CCF/VIE/2

Approved the following extensions of country cooperation frameworks:

Second extension of the first country cooperation framework for Bulgaria	DP/CCF/BUL/1/EXTENSION II
Two-year extension of the first country cooperation framework for El Salvador	DP/CCF/ELS/1/EXTENSION I
Two-year extension of the first country cooperation framework for Venezuela	DP/CCF/VEN/1/EXTENSION I

Took note of the following extensions of country cooperation frameworks:

First extension of the first country cooperation framework for Belize	DP/CCF/BEL/1/EXTENSION I
First extension of the first country cooperation framework for Costa Rica	DP/CCF/COS/1/EXTENSION I
First extension of the first country cooperation framework for the Democratic People's Republic of Korea	DP/CCF/DRK/1/EXTENSION I
First extension of the first country cooperation framework for Equatorial Guinea	DP/CCF/EQG/1/EXTENSION I
First extension of the first country cooperation framework for Honduras	DP/CCF/HON/1/EXTENSION I
First extension of the first country cooperation framework for Togo	DP/CCF/TOG/1/EXTENSION I

Took note of the following country review reports:

First country review report for Algeria	DP/CRR/ALG/1
First country review report for Guatemala	DP/CRR/GUA/1 and Corr.1 (French only)
First country review report for Poland	DP/CRR/POL/1
First country review report for Uganda	DP/CRR/UGA/1

Took note of the following reviews of regional cooperation frameworks:

Review of the regional cooperation framework for Africa	DP/RRR/RBA/1
Review of the regional cooperation framework for Asia and the Pacific	DP/RRR/RAP/1
Review of the regional cooperation framework for Europe and the Commonwealth of Independent States	DP/RRR/REC/1
Review of the regional cooperation framework for Latin America and the Caribbean	DP/RRR/RLA/1

Took note of the report on the review of the first global cooperation framework (DP/GRR/GCF/1);

Adopted decision 2000/23 of 29 September 2000 on strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of UNCCD;

Authorized the Administrator to approve projects for East Timor on a case-by-case basis for the period 2000-2002, as proposed in document DP/2000/40;

Took note of the oral progress report on assistance to Myanmar;

Item 10

Technical cooperation among developing countries

Decided to resume consideration of the report on technical cooperation among developing countries: follow-up to decision 99/11 (DP/2000/36) at its first regular session 2001.

Item 11

Other matters

Confirmed the selection of representatives from the Eastern European States and the Western European and other States to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for 2001-2002 and authorized the Bureau of the Executive Board to approve the respective selections from the Africa, Asia and the Pacific, and the Latin America and the Caribbean groups, to be confirmed at the first regular session 2001.

29 September 2000

Tentative work plan
Executive Board of UNDP/UNFPA
First regular session 2001 (29 January-6 February 2001)

Day/date	*Time*	*Item*	*Subject*
Monday, 29 January	a.m.	1	Organizational matters: agenda and work plan; report on the third regular session 2000; Executive Board work plan 2001
	p.m.		Joint session of the Executive Boards of UNDP/UNFPA and of UNICEF with participation of the Executive Board of WFP
Tuesday, 30 January	a.m.		**UNDP segment**
		2	UNDP Business Plans 2000-2003 - Update and follow-up to Ministerial Meeting
	p.m.		UNDP Business Plans 2000-2003 (continued) - Role of UNDP in crisis and post-conflict situations
Wednesday, 31 January	a.m.	3	Country cooperation frameworks and related matters - Country cooperation frameworks - Reviews of country cooperation frameworks
	p.m.		Country cooperation frameworks and related matters (continued) - Global cooperation framework
Thursday, 1 February	a.m.	3	Country cooperation frameworks and related matters (continued) - Review of regional cooperation framework - Assistance to Myanmar
	p.m.	4	Technical cooperation among developing countries - New cooperation framework - Follow-up to decision 99/11 (DP/2000/36)
Friday, 2 February	a.m.		**UNDP/UNFPA joint segment**
		5	Reports to the Economic and Social Council
		6	UNDP and UNFPA reports on implementation of recommendations of the Board of Auditors 1998-1999
	p.m.	7	Financial, budgetary and administrative matters - Proposed UNDP/UNFPA common rules and regulations concerning contributions from non-governmental sources (dec. 2000/5)
		9	Other matters
Monday, 5 February	a.m.		**UNFPA segment**
		8	Country programmes and related matters - Progress report on implementing the intercountry programme

Day/date	*Time*	*Item*	*Subject*
			- Country programmes
	p.m.		Country programmes and related matters
			- Progress report on implementing the intercountry programme
			- Country programmes
Tuesday, 6 February	a.m.	1	Organizational matters
			Pending decisions
		9	Other matters

Annex II

Membership of the Executive Board in 2000

(Term expires on the last day of the year indicated)

African States: Botswana (2000); Democratic Republic of the Congo (2000); Egypt (2002); Ethiopia (2001); Ghana (2000); South Africa (2000); Togo (2002); United Republic of Tanzania (2000).

Asian and Pacific States: China (2000); India (2001); Indonesia (2002); Kyrgyzstan (2001); Lebanon (2000); Republic of Korea (2000); Viet Nam (2002).

Latin American and Caribbean States: Brazil (2002); Cuba (2001); Guatemala (2001); Honduras (2002); Jamaica (2000).

Eastern European and other States: Belarus (2001); Czech Republic (2000); Russian Federation (2002).

Western European and other States: Belgium (2002); France (2002); Germany (2000); Ireland (2000); Italy (2001); Japan (2002); Netherlands (2002); New Zealand (2002); Norway (2002); Sweden (2002)[*]; Switzerland (2001)[*]; United States (2001).

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[*] Sweden and Switzerland will relinquish their seats at the end of 2000; Denmark and Canada will complete the unfinished terms of Sweden and Switzerland.